

From: (b)(6); (b)(7)(C)
Sent: 16 May 2018 14:09:07 +0000
To: (b)(6); (b)(7)(C)
Subject: HSECR-17-F-00003_P00021 // 192118EROLESA0034

(b)(6) this is a funding mod for ERO 2.0. It's the last round of funds for CLIN 1006, so that is funded all the way to 6/30. We did this bilaterally last time so please take a look and I'll send it to McKinsey to be signed.

S:\OAQ DCR CONTRACT FILES\DCR-DC\4-Southeast-Team-(b)(6) Change Management Services
(HSECR-17-F-00003 Logical Follow-on TO)\HSECR-17-F-00003_P00021

-----Original Message-----

From: (b)(6); (b)(7)(C)
Sent: Monday, May 7, 2018 9:36 AM
To: (b)(6); (b)(7)(C)
Subject: PRISM Buyer Assignment Notification

Reference Document: Requisition, 192118EROLESA0034.

Message: (b)(6); (b)(7)(C) was assigned as the Buyer on 05/07/2018.

You may access the document at <https://prism.dhs.gov/prod/>

Owner: (b)(6); (b)(7)(C)
Requisitioner: ICE Enforcement and Removal Operati
Buyer: (b)(6); (b)(7)(C)
Site: ICE DCR
Originating Office: ICE/ERO

From: (b)(6); (b)(7)(C)
Sent: 29 Jun 2018 17:00:06 +0000
To: OAQRecordsManagement
Cc: (b)(6); (b)(7)(C)
Subject: HSCECR-17-F-00003 P00022
Attachments: HSCECR-17-F-00003 Mod Log.xlsx, 05.05_P00022_FPDS-NG.PDF, 05.03_HSCECR-17-F-00003_P00022.pdf, 05.04_P00022_Distribution Email.pdf, 05.04_P00022_Supporting Documentation.pdf

Hi All,

Please add the attached to the Q drive. Thank you.

(b)(6);
Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

Contract Involves Minors	No	Contract includes Volunteer Wages:	No	Staffing Plan Included:	No	Contract / Order Type:	IDIQ
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Use the **[SPACE BAR]** to delete data/correct/revise data in each of the cells below in lieu of using the **[DELETE]** key.

2019-ICLI-00048 1011

<div style="display: flex; justify-content: space-between; padding: 5px;"> New Save Draft Validate Approve Correct Modify Save Tmpl Delete Print </div> <div style="display: flex; justify-content: space-between; padding: 5px;"> Close Out Help </div>			
Transaction Information			
Award Type:	Delivery/Task Order	Prepared Date:	06/29/2018 10:16:45
Award Status:	Final	Last Modified Date:	06/29/2018 12:27:45
Closed Status:	No	Closed Status Date:	
		Prepared User:	(b)(6); (b)(7)(C)
		Last Modified User:	
		Closed By:	
Document Information			
Award ID:	7012	Procurement Identifier	HSCECR17F00003
Referenced IDV ID:	4730		(b)(7)(E)
Reason For Modification:	CHANGE ORDER		
Solicitation ID:			
Agency	Main	Sub	Initiative
Identifier	Account	Account	
Treasury Account Symbol:	70	0540	Select One
Dates			
Date Signed (mm/dd/yyyy) :	06/29/2018		
Effective Date (mm/dd/yyyy) :	06/29/2018		
Completion Date (mm/dd/yyyy) :	07/13/2018		
Est. Ultimate Completion Date (mm/dd/yyyy) :	11/12/2018		
Solicitation Date (mm/dd/yyyy) :			
		Amounts	
		Action Obligation:	Current Total
			\$0.00 \$22,766,580.09
		Base And Exercised Options Value:	\$0.00 \$22,766,583.10
		Base and All Options Value (Total Contract Value):	\$0.00 \$26,840,995.12
		Fee Paid for Use of IDV:	\$0.00
Purchaser Information			
Contracting Office Agency ID:	(b)(7)(E)	Contracting Office Agency Name:	U.S. IMMIGRATION AND CUSTOMS ENF
Contracting Office ID:		Contracting Office Name:	DETENTION COMPLIANCE AND REMOVA
Funding Agency ID:		Funding Agency Name:	U.S. IMMIGRATION AND CUSTOMS ENF
Funding Office ID:		Funding Office Name:	DETENTION COMPLIANCE AND REMOVA
Foreign Funding:	Not Applicable		
Contractor Information			
SAM Exception:	Remove Exception		
DUNS No:	825229318	Street:	1200 19TH ST NW STE 1100
Vendor Name:	MCKINSEY&COMPANY, INC. WASHIN	Street2:	
DBAN:		City:	WASHINGTON
Cage Code:	438P1	State:	DC
		Zip:	200362412
		Country:	UNITED STATES
		Phone:	(b)(6); (b)(7)(C)
		Fax No:	(202) 662-3256
		Congressional District:	DISTRICT OF COLUMBIA 00
Business Category			
Organization Type:	CORPORATE NOT TA	Business Types	
Number of Employees:	52	<input checked="" type="checkbox"/> Corporate Entity, Not Tax Exempt	
State of Incorporation:	DE	Relationship With Federal Government	
Country of Incorporation:	USA	<input checked="" type="checkbox"/> Contracts	
Annual Revenue:	(b)(4)	Organization Factors	
		<input checked="" type="checkbox"/> For Profit Organization	
Contract Data			
Type of Contract:	Firm Fixed Price		
Inherently Governmental Functions:	Other Functions		
Multiyear Contract:	No		
Major Program:			
National Interest Action:	None		
Cost Or Pricing Data:	Select One		
Purchase Card Used As Payment Method:	No		
Uninitiated Action:	No		
	Yes - Service where PBA is used.		

Performance Based Service Acquisition:

* FY 2004 and prior; 80% or more specified as performance requirement

* FY 2005 and later; 50% or more specified as performance requirement

Contingency Humanitarian Peacekeeping Operation:

Not Applicable

Contract Financing:

Select One

Cost Accounting Standards Clause:

Select One

Consolidated Contract:

No

Number Of Actions:

1

Legislative Mandates

Clinger-Cohen Act:

No

Labor Standards:

Not Applicable

Materials, Supplies, Articles, and Equip:

Not Applicable

Construction Wage Rate Requirements:

Not Applicable

Additional Reporting:

Select One or More Options
Service Contract Inventory
None of the Above

Interagency Contracting Authority:

Not Applicable

Other Interagency Contracting Statutory Authority:
(1000 characters)

Principal Place of Performance

Principal Place Of Performance Code:

State Location Country
DC USA

Principal Place Of Performance

County Name:

DISTRICT OF COLUMBIA

Principal Place Of Performance City Name:

WASHINGTON

Congressional District Place Of Performance:

00

Place Of Performance Zip Code(+4):

20036 - 2412 USPS ZIP Codes

Product Or Service Information

Product/Service Code:

R799

Description: SUPPORT- MANAGEMENT: OTHER

Principal NAICS Code:

541611

Description: ADMINISTRATIVE MANAGEMENT AND GENERAL I

Bundled Contract:

Not a bundled requirement

DOD Acquisition Program:

Description:

Country of Product or Service Origin:

USA UNITED STATES

Place of Manufacture:

Not a manufactured end product

Domestic or Foreign Entity:

Select One

Recovered Materials/Sustainability:

No Clauses Included and No Sustainability Included

OMB Policy on Sustainable Acquisition

InfoTech Commercial Item Category:

Select One

Claimant Program Code:

Description:

Sea Transportation:

Select One

GFP Provided Under This Action:

Transaction does not use GFP

Use Of EPA Designated Products:

Not Required

Description Of Requirement:
(4000 characters)

INTEGRATED MANAGEMENT CONSULTING SERVICES

IGF::OT::IGF

Competition Information

Extent Competed For Referenced IDV:

Extent Competed:

Full and Open Competition

Solicitation Procedures:

Subject to Multiple Award Fair Opportunity

IDV Type Of Set Aside:

No set aside used.

Type Of Set Aside:

Select One

Type Of Set Aside Source:

FSS

Evaluated Preference:

No Preference used

SBIR/STTR:

Select One

Fair Opportunity/Limited Sources:

Other Statutory Authority

Other Than Full And Open Competition:

Select One

Local Area Set Aside:

No

FedBizOpps:

Not Applicable

A76 Action:

No

Commercial Item Acquisition Procedures:

Commercial Item Procedures not used

IDV Number of Offers:

999

Number Of Offers Received:

1

Number of Offers Source: This Action

Small Business Competitiveness Demonstration Program:

☐

Simplified Procedures for Certain Commercial Items:

No



Preference Programs / Other Data

Contracting Officer's Business Size Selection:

Other than Small Business



Subcontract Plan:

Select One



Price Evaluation Percent Difference:

 %

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00022		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)			
				9A. AMENDMENT OF SOLICITATION NO.			
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE X	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A. FAR 52.212-4 (c)						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
	D. OTHER (Specify type of modification and authority)						
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C) Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C) Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to provide a no-cost extension of performance to July 13, 2018. All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Delivery: 30 Days After Award Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C), Partner				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR (b)(6); (b)(7)(C) (Signature of person authorized to sign)		15C. DATE SIGNED 06/29/2018		16B. UNITED STATES (b)(6); (b)(7)(C) (Signature of Contracting Officer)		16C. DATE SIGNED June 29, 2018	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00022	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
3004	Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536 Accounting Info: (b)(7)(E)				
	FOB: Destination Period of Performance: 01/03/2017 to 07/13/2018 Change Item 3004 to read as follows (amount shown is the obligated amount): Talent Management Strategy Step 3b: Continue implementing immediate improvements to streamline the hiring process Period of Performance: 3/19/2018 - 7/13/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER The funding provided in this Task Order is the amount presently available for payment and allotted to this Task Order. The service provider agrees to perform to the point that does not exceed the total amount currently allotted to the items funded under this Task Order. The Service Provider is not authorized to continue work on those items beyond that point. The Government will not be obligated to reimburse the Service Provider in excess of the amount allotted to those items for performance beyond the funding allotted.				0.00

From: (b)(6); (b)(7)(C)
Sent: 27 Jun 2017 11:56:34 -0400
To: (b)(6); (b)(7)(C)
Subject: RE: LSJ for McKinsey extension
Attachments: 02.03_Limited Sources Justification TCO and TMS extension FINAL.DOCX

(b)(6);
(b)(7)(C)

I reviewed the attached LSJ for McKinsey and concur.

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, June 27, 2017 10:52 AM
To: (b)(6); (b)(7)(C)
Subject: LSJ for McKinsey extension

(b)(6); (b)(7)(C)

Here is the LSJ for the McKinsey extension. I need "One Level Above the CO" review for this. This version includes the suggested revisions from OPLA. By the way, OPLA (b)(6); (b)(7)(C) is of the opinion that we should post this.

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6) | Mobile: 202-380-(b)(6)
Email: (b)(6); (b)(7)(C)



**Limited Sources Justification
ERO Transformation 2.0
FAR 8.405-6(a) and (c)**

1. Identification of the agency and the contracting activity:

U.S. Immigration and Customs Enforcement (ICE), Office of Acquisition Management (OAQ)

2. Nature and/or description of the action being approved:

a. Acquisition Purpose and Objectives

On December 28, 2016, ICE/OAQ awarded task order HSCECR-17-F-00003 against GSA contract GS-10F-0118S held by McKinsey & Company, Inc. Washington D.C. (McKinsey) as a sole source logical follow-on to another GSA task order with McKinsey, HSCECR-16-F-00004. The logical follow-on task order comprised of three areas of focus. Work on two of the three areas of focus ended on June 12, 2017 with final deliverables provided to ICE/OAQ. Although McKinsey completed all stated deliverables in the Performance Work Statement, ICE seeks to modify the task order to extend McKinsey support and implementation on those two areas of focus for an additional period of up to eight weeks.

b. Project Background

ICE's task order contract with McKinsey, HSCECR-17-F-00003, included three broad areas of focus, serving three different offices within ICE. The three areas of focus were named, "Transformation Task 3," "Total Cost of Ownership," and "Talent Management Strategy." The ICE offices primarily served by the three areas of focus were, respectively, Enforcement and Removal Operations (ERO), OAQ, and Office of Human Capital (OHC).

The task order was awarded as a sole source logical follow-on to task order number HSCECR-16-F-00004, "ERO Change Management Services," also awarded to McKinsey against GSA contract number GS-10F-0118S. The award was made to McKinsey on March 14, 2016 after a competitive acquisition in which two other GSA MOBIS Schedule 871-1 schedule holders submitted quotes. The total value of HSCECR-16-F-00004 is (b)(4) if all options are exercised. The current period of performance expires on March 20, 2018. The final expiration date, if all options are exercised, is March 20, 2020.

The general purpose of HSCECR-16-F-00004 was to procure expert, innovative consulting services to assist in developing ICE ERO's modernized vision and strategy; communicating this vision and strategy to the workforce and the organization's partners; creating an implementation strategy and tracking and measuring progress; and aligning the organization's culture, personnel and systems to best support the execution of the vision. The transformation includes change

management practices that coordinate and leverage existing related initiatives; training and strategic communications planning and implementation; and stakeholder engagement.

The objective of Transformation Task 3 under the logical follow-on task order HSCECR-17-F-00003 was to turn McKinsey's prior recommendations made as part of HSCECR-16-F-00004, into practical tools to transform how ERO operates on a daily basis, making it more efficient and effective. This support includes testing and refining recommendations at various locations throughout ICE and evaluating the effectiveness of change. Deliverables will eventually include finalized materials and hands-on coaching of ERO and ICE leadership to fully support and implement the transformation based on lessons learned and new models developed. Transformation Task 3 ends on August 14, 2017 but has options to extend support to October 9, 2017.

Closely related to the transformation of ERO, the task order also included opportunities identified to enhance ERO and OAQ's procurement strategy and approach. This area of focus in the task order is called Total Cost of Ownership (TCO). The TCO services included assessing ERO's most significant high-priority contracts, building a total cost-of-ownership model, forming new negotiation strategies to capture value, implementing processes to regularly review procurement decisions for best value, and assessing the Agency's organizational capability to move forward with the recommended approach and strategies. TCO was completed on June 12, 2017 and final deliverables were provided by McKinsey on June 13.

Talent Management Strategy (TMS) was the third critical component of the task order. The objective of TMS was to build upon extensive assessments already performed by McKinsey where it identified opportunities to develop new strategies that will prioritize talent management challenges, opportunities, and aspirations. ICE OHC utilized McKinsey's services to develop a factual baseline; assess current talent management processes, systems and practices; define key near-term initiatives for further design or immediate implementation; and to advise ICE and ERO senior leadership. TMS was also completed on June 12, 2017 and final deliverables were provided by McKinsey on June 13.

The total value of HSCECR-17-F-00003, with all options, is \$13,359,442.00. Of that amount, TCO comprised (b)(4) and TMS comprised (b)(4).

3. A description of the services required to meet the Agency's needs (including the estimated value):

a. Project Title: Enforcement and Removal Operations TCO Procurement Strategy and Talent Management Strategy Extension of Services.

b. Project Description:

The purpose of the intended extension is to procure additional support services for implementing critical and time-sensitive projects begun by ICE as a result of recommendations and deliverables under the previous task order. These services exceed the scope of services under the task order but are so closely tied to tasks already completed under the task order that re-

competing for these services would be illogical and result in unacceptable delays to the Government. Both OAQ and OHC are undertaking critical implementations of recommendations provided by McKinsey. However, the likelihood of success on these implementations, without McKinsey's on-going support, is very low and the risk of overall loss of value in the overall task order is high.

For TCO, the purpose of this extension is to realize immediate annual cost reductions in the amount of \$30-50M in current contracts and operations improvements and to prepare OAQ to implement a new procurement operating model. Prior to the end of TCO, OAQ had begun critical work to immediately realize annual cost reductions of \$30-50M. These savings would be realized via the re-negotiation of key ICE contracts and contract restructuring. McKinsey also proposes to conduct two additional waves of cost reductions that would lead to an overall savings for the Agency of over \$150M annually if all options on the extension are exercised. While OAQ can proceed without McKinsey support in an attempt to successfully realize these immediate cost reductions, the overall likelihood of success will be greatly enhanced with McKinsey support and the prospects of sustained improvements to OAQ operations and overall TCO-strategy change will also be greatly enhanced with additional support.

In addition to all of the support oriented towards value capture on existing ICE contracts, the continued services under an extended TCO focus would include preparing OAQ and the Agency for a new procurement operating model previously prepared under the task order; confirming recommendations made for ICE's overall detention strategy and the positive impact that strategy has on costs to the Agency; continuing to build capabilities throughout the Agency in source analysis, strategy, and contract negotiations, and the implementation of an overall TCO-optimizing detention strategy.

For TMS, the purpose of this extension is to acquire support for OHC to continue to streamline its hiring process in response to sweeping Agency-wide changes in anticipated hiring volume. Under the work already completed under HSCECR-17-F-00003, OHC has begun to implement McKinsey recommendations including organizational restructuring, hiring process improvements, and leveraging technology to drive efficiency and transparency. Under the immediate extension, OHC would receive continued support in implementing these changes with the goal of reducing hiring time by 1/3, improving the quality of hires made, building up OHC employee capabilities, communicating changes throughout ICE Headquarters, and establishing performance metrics to track progress.

The extension will include options for TMS, which if exercised, will provide for further implementation and improvement support services for hiring streamlining. Specific deliverables would include updated Standard Operating Procedures, coaching and capability-building delivered to change agents, detailed roadmaps for future change agent capabilities and improvement infrastructure, and additional workload analyses and team performance assessments. All of these deliverables would be intended to ensure long-term sustained improvement in overall hiring operations.

c. Project Length and Estimated Value (if all options are exercised):

Total Cost of Ownership: 32 weeks and (b)(4)

Talent Management Strategy: 40 weeks and (b)(4)

Total Amount: \$9,691,582.74

4. The authority and supporting rationale:

a. Acquisition Authority

This acquisition is conducted under the authority of the Multiple-Award Schedule Program and FAR 8.405-6(a)(1)(i)(B): “Only one source is capable of providing the supplies or services required at the level of quality required because the supplies or services are unique or highly specialized....” Due to McKinsey’s intimate knowledge of ICE and the extensive work it has already done up to this point, McKinsey is the only source capable of providing the highly specialized and customized services required by the Agency. The services ICE requires from McKinsey for further implementation of McKinsey-created recommendations and plans are highly specific. It would be effectively impossible to procure the same level of quality of result from another contractor where the successor contractor would have to pick up where McKinsey left off.

b. Supporting Rationale

The planned extension of services are supporting by the following rationale:

- The additional work described above cannot be economically or efficiently undertaken by another source without significant disruption to ICE’s ongoing efforts, duplication of costs to the Government not expected to be recovered through competition, and unacceptable delays in implementation and adoption of the recommendations.
- Any new hypothetical contractor brought on to perform these services in the place of McKinsey would inevitably require start up time to study and understand the organization’s structure and operations. This start up time would delay the benefits ICE anticipates receiving from the implementation support for ongoing contract negotiations and largescale human capital changes.
- It would be illogical and contrary to the interest of the Government to interrupt on-going efforts by replacing the service provider who has been performing the critical services according to its own proprietary methods, processes, and systems with another firm that will have its own methods, processes, and systems.
- McKinsey, as the current provider, is in the best position to support the implementation of the Agency’s efforts in regards to implementing new procurement strategies and streamlining human capital hiring processes. Having already played such a critical role in

assisting in the formation of ICE's strategies and having obtained so much Agency-specific knowledge and experience, to the benefit of ICE, McKinsey is the only source capable of now implementing ICE's new strategies based on its recommendations.

- The potential savings ICE expects to receive as a direct result of continued and concentrated contractor support on TCO is critical to the Agency in meeting its mission in a time of severe budget shortfalls.
- The potential streamlining and speeding up of the hiring process that are expected to be a direct result of continued and concentrated contractor support on TMS will greatly enhance OHC's ability to meet impending hiring surges for the Agency in response to executive orders and policy.

5. Determination by contracting officer that the order represents the best value consistent with FAR 8.404(d):

The contracting officer has determined that the proposed task order represents the best value consistent with FAR 8.404(d). The proposed task order award represents the greatest overall benefit to the government, considering price and administrative costs, for the following reasons:

1) GSA has already determined that the fixed hourly rates for services under GSA schedule 871-1 contract GS-10F-0118S (the applicable schedule contract) to be fair and reasonable;

2) McKinsey's quoted rates have been discounted from its GSA rates and are also in accordance with rates on the previously competitively awarded task order with McKinsey;

3) Under FAR 8.405-4, the government has requested and has received additional discounts for this order from McKinsey in the amount of \$434,490.23 if all options are exercised; and

4) This extension of services is expected to have the best result and the lowest overall cost to the Government considering the costs associated with conducting a competitive acquisition and the costs associated with another firm becoming thoroughly familiar with the body of work which has already been completed. These costs would include time and effort spent to learn about the organization and its challenges and to duplicate the knowledge already gained by the incumbent during performance of the current services. Prior to the issuance of the task order modification, the contracting officer will consider the level of effort and mix of labor proposed to perform the specific task being performed to allow a determination that the total price is fair and reasonable.

6. Description of the market research conducted among schedule holders and the results, or a statement of the reason market research was not conducted:

Market research was not conducted among schedule holders because the Government did not previously intend to make this extension of services. Given the highly specialized nature of the

services being provided by McKinsey, the Government did not plan to seek another contractor to continue the work already done by McKinsey. Market research was previously conducted for the original task order awarded to McKinsey which was also competed twice among GSA schedule contract holders in the management consulting category.

7. Any other facts supporting the justification:

This extension of services provides a clear path to success that builds on the services and deliverables already completed by McKinsey described above in section 3b. Taking an alternative action, such as opening the additional work to competition, would, even in a best-case scenario, likely delay the delivery of those improvements at a higher total cost to the Government.

8. Statement of the actions, if any, the Agency may take to remove or overcome barriers that led to the restricted consideration before any subsequent acquisition for the supplies or services is made:

Actions the Agency may take to remove or overcome barriers that led to restricted consideration include acquisition planning far in advance of the expiration of the task order to determine whether continued services are required; more thorough market research to determine whether portions of the provided services, if continued, can be competed among other firms; and requiring final deliverables that would not require extended work.

9. Program Office Certification

Requisitioner:

I certify that the facts and representations under my cognizance, which are included in this justification and which form a basis for this justification, are complete and accurate to the best of my knowledge and belief.

(b)(6); (b)(7)(C)

Contracting Officer's Representative
ERO/FO/LESA

Date

Contracting Officer:

I certify that this justification is accurate and complete to the best of my knowledge and belief.

(b)(6);

Contracting Officer

Date

OAQ/DCR

Approval:

(b)(6); (b)(7)(C)

Deputy Head of Contracting Activity
ICE Competition Advocate
Office of Acquisition Management

Date

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 3	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00020		See Block 16C		192118EROLESA0031			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412							
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$559,443.67	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) FAR 52.217-9						
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input checked="" type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to provide incremental funds to CLIN 1006 in the amount of (b)(4) Total funds for this order are as follows:							
From: (b)(4) By: To: Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
(b)(6); (b)(7)(C) Partner				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR (b)(6); (b)(7)(C)		15C. DATE SIGNED 04/19/2018		16B. UNIT (b)(6); (b)(7)(C)		16C. DATE SIGNED April 19, 2018	
(Signature of person authorized to sign)							
NSN 7540-01-152-8070 Previous edition unusable				STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243			

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00020	PAGE	OF
		2	3

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>This modification also updates the POP for CLINs 3004, 3005, and 3006. The current CLIN, CLIN 3004, is being extended by two weeks at no cost to the Government. The POP for CLINs 3005 and 3006 will shift by two weeks but will not be extended beyond their original duration of 20 weeks. The POP for these CLINs is now as follows:</p> <p>CLIN 3004: 3/19/2018 - 6/24/2018 CLIN 3005: 6/25/2018 - 11/12/2018 CLIN 3006: 6/25/2018 - 11/12/2018</p> <p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 06/30/2018</p> <p>Change Item 1006 to read as follows (amount shown is the obligated amount):</p>				
1006	<p>Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution</p> <p>Period of Performance: 4/1/2018 - 6/30/2018 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00 Accounting Info: (b)(7)(E)</p> <p>Funded: (b)(4)</p> <p>Change Item 3004 to read as follows (amount shown is the obligated amount):</p>				559,443.67
3004	<p>Talent Management Strategy Step 3b: Continue implementing immediate Continued ...</p>				0.00

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00020	PAGE	OF
		3	3

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>improvements to streamline the hiring process</p> <p>Period of Performance: 3/19/2018 - 6/24/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00</p> <p>Change Item 3005 to read as follows (amount shown is the obligated amount):</p>				
3005	<p>Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion)</p> <p>Period of Performance: 6/25/2018 - 11/12/2018 Amount: (b)(4) (Option Line Item) 05/25/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p> <p>Change Item 3006 to read as follows (amount shown is the obligated amount):</p>				0.00
3006	<p>Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team E Portion)</p> <p>Period of Performance: 6/25/2018 - 11/12/2018 Amount: (b)(4) (Option Line Item) 05/25/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p>				0.00

From: (b)(6); (b)(7)(C)
Sent: 13 Mar 2018 17:48:49 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

Yes, will do. Thanks.

(b)(6); (b)(7)(C)
Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6);
Sent: Tuesday, March 13, 2018 1:43 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

10-4. Would you mind keeping me updated on how things progress? I imagine we'll start getting questions from M&A, so just want to be able to share the latest.

From: (b)(6); (b)(7)(C)
Sent: Tuesday, March 13, 2018 1:33 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

(b)(6);
(b)(7)(C)

There is some hold up with BWS in getting the funding to us. We are working on getting it cleared. The modification and extension itself should be quick.

(b)(6);
Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6);
Sent: Tuesday, March 13, 2018 1:31 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

Hey guys,

Just got a note from McKinsey that they've not heard anything about a formal start date, so wanted to pick up the trail on the below and see where we stand.

Thanks,

(b)(6);

From: (b)(6); (b)(7)(C)
Sent: Friday, March 09, 2018 12:07 PM
To: (b)(6); (b)(7)(C)
Cc: [REDACTED]
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

I'll give BWS a call and work it out. What we're doing doesn't really jive with their 'system' so I think they just need some basic info from us.

From: (b)(6); [REDACTED]
Sent: Friday, March 9, 2018 12:05 PM
To: (b)(6); (b)(7)(C)
Cc: [REDACTED]
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

Got it. Not sure what is needed from us since we haven't been managing the contract to date, but let me know what is required from OHC and we'll pull it together.

From: (b)(6); (b)(7)(C)
Sent: Friday, March 09, 2018 11:51 AM
To: (b)(6); (b)(7)(C)
Cc: [REDACTED]
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

(b)(6); (b)(7)(C) with BWS has requested an updated IGCE or latest quote in order to complete an Appeal Memo. Thanks, (b)(6);

(b)(6); (b)(7)(C)
Management Program Analyst
Department of Homeland Security
U. S. Immigration and Customs Enforcement
Enforcement and Removal Operations (ERO)
Law Enforcement Systems and Analysis (LESA)
500 12th Street SW/Washington, DC 20536
Desk 202-732-(b)(6) Cell 202-607-(b)(6)
(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Monday, February 5, 2018 12:02 PM
To: (b)(6); (b)(7)(C)
Cc: [REDACTED]
Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

Hi (b)(6);
(b)(7)(V)

Because the McKinsey task order is still operating for the ERO portion, I think we can revive the TMS items as well. But we will need to communicate with McKinsey first. We'll need to reset the dates for the TMS items and McKinsey is entitled to propose updated pricing. How much of TMS were you all interested in "reactivating"? Below is a general description of the optional contract line items that were left undone:

CLIN 3004 TMS Step 3b: Continue implementing immediate improvements to streamline the hiring process, 9/2/17 – 11/24/17, \$1,679,656.65

CLIN 3005 TMS Step 4: Sustain and continually improve hiring operations (Team A Portion), 11/25/17 – 4/20/18, \$1,119,771.10

CLIN 3006 TMS Step 4: Sustain and continually improve hiring operations (Team E Portion), 11/25/17 – 4/20/18, \$715,098.72

If I know McKinsey, these prices are now outdated and there will presumably be some additional costs associated with them having to ramp up again after stopping this work several months ago. But the pricing here should give you a low-ballpark figure for the funding that will be required.

Let me know if you need any additional information. Thanks.

(b)(6);

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6);

Sent: Monday, February 05, 2018 11:45 AM

To: (b)(6); (b)(7)(C)

Subject: McKinsey Contract Vehicle - Talent Management Strategy

Hi (b)(6);

OHC/M&A is interested in reactivating the Talent Management Strategy task associated with the McKinsey contract vehicle. (b)(6); (b)(7)(C) suggested I reach out to you to determine the best way to do that and what kind of funding would be required.

Thanks,

(b)(6);

(b)(6);

Chief of Staff
Office of Human Capital
U.S. Immigration and Customs Enforcement

(b)(6); (b)(7)(C) | 202-732-(b)(6); d) | 202-465-(b)(6); (m)

Task 4 - Total Cost of Ownership

Deliverable		Delivery Date	Notes
CLIN 2001	Step 1		
	Detailed should cost estimate for the focus service in each contract. Estimate of opportunity across all procurement by extrapolating based on findings from sample set of 3-4 contracts.	2/27/2017 2/27/2017	
CLIN 2002	STEP 2		
	Prioritized lists of the requirements for modeling TCO across mission lifecycle.	4/10/2017	
	Set of logic flows that collectively illustrate the relationships to be captured by a MVP version of a TCO model, including the initial data sets that feed the TCO estimate, as defined by requirements established in the first stage	4/10/2017	
	Data sets to be used in developing a TCO estimate for ICE, including both cost and performance factors, as well as a list of data gaps and potential workarounds or recommendations for future data collection to fill those gaps.	4/10/2017	
	MVP version of a TCO model, including the specific data sets required as inputs, the levers available to users, and the desired outputs.	5/22/2017	
	Perspective on the total value at stake and how ICE can capture	5/22/2017	
	STEP 3		
	Negotiation strategy to capture value from the "should cost" analysis for 3 – 4 priority contracts from Step 1, including a summary of sources of leverage in negotiation	5/22/2017	
	Negotiation "script" for 3 – 4 priority contracts from Step 1	5/22/2017	
	Capability building workshops for negotiation & contract analysis team to build skills to manage negotiations and achieve "best value" outcome for ICE	5/22/2017	
CLIN 2002	Recommendation on which contracts OAQ should prioritize going forward for analysis based on both size of potential opportunity and contract timing	5/22/2017	
	Process to use TCO model, should cost, and other procurement tools to regularly assess and improve value gained from high priority ICE spend areas	5/22/2017	
	STEP 4		
	Evaluation of ICE pricing tools and databases versus best-in-class for obtaining optimal pricing / should cost estimates	5/22/2017	
	Evaluation of ICE capabilities vs. those required to obtain best-in-class pricing; summary of gaps that must be closed to reach best-in-class	5/22/2017	
	Evaluation of how ICE sets priorities for which contracts to conduct price analysis; evaluation of ICE effectiveness in closing difference between today's price vs. should cost	5/22/2017	
	Evaluation of ICE metrics / tracking methodology for driving "best value" vs. those used by organizations that achieve best-in-class pricing, including use / effectiveness of management tools such as dashboards	5/22/2017	

Evaluation of how effectively OAQ organization engages with ICE/ERO leadership and other stakeholders (e.g., AORs) to build excitement and gain buy in for its efforts – or to push for best value procurement decisions	5/22/2017
Evaluation of OAQ organization roles and responsibilities versus organizations that achieve best-in-class pricing	5/22/2017

TASK 3 - Talent Management Strategy

Deliverable		Delivery Date	Notes
CLIN 3001	Step 1		
	Factual baseline and assessment of current talent management processes, systems and practices across levels and segments	2/13/2017	
	Prioritized set of gaps that must be addressed in Step Two	2/13/2017	
	Talent management strategy with analysis and references	3/13/2017	
	Detailed recommendations on changes needed to existing practices, processes, and systems required to close key gaps	3/13/2017	
	Alignment across key stakeholders on overall vision for talent management and key gaps and capabilities that need to be addressed	3/13/2017	
	STEP 2		
CLIN 3002	Identification of ERO leadership sponsors to carry initiatives through to national level implementation	4/17/2017	
	Prioritized set of initiatives, with some initiatives piloted and adjustments made based on findings	5/22/2017	
	Communications materials to provide an understanding of the changes and effort by ERO's staff	5/22/2017	

From: (b)(6); (b)(7)(C)
Sent: 24 Oct 2017 22:50:17 -0400
To: (b)(6); (b)(7)(C)
Subject: RE: ICE Krome Counter Proposal

Hi all,

Great discussion earlier today. I'm looking forward to connecting after your call with AGS. As a quick recap in preparation, below are some of the points from our conversation:

High level points:

- AGS appears to be working hard to accommodate ICE's position. This type of **collaboration is wonderful** to see and is much appreciated
- (b)(4) however, there are **some details that need to be ironed out**
- It is not clear from the latest proposal that AGS fully understands all of ICE's operational approaches, and we would like to **discuss in more depth to fully align on the path forward**
- (b)(4); (b)(5)

Discussion details:

1. (b)(4); (b)(5)

2.

3.

(b)(4); (b)(5)

4

5

6

7. AGS stated in their memo that the new proposal offers a savings of an additional (b)(4) from their July proposal, however, attachment 1 shows a difference of only (b)(4). Ask AGS to explain the derivation of their numbers and why these don't match.

Let me know if you would like to discuss any of the above before your call with AGS.

(b)(6);
(b)(7)(C)

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | + (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, October 24, 2017 2:57 PM

(b)(6); (b)(7)(C)

Subject: RE: ICE Krome Counter Proposal

Hey guys,

Excited to talk about the AGS proposal in a few minutes. Overall, this seems like exciting news and there is one key part of their offer that I would like to make sure we discuss. Page attached.

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach

San Francisco, CA | + (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, October 23, 2017 5:04 PM

(b)(6); (b)(7)(C)

Subject: FW: ICE Krome Counter Proposal

Gentlemen,

Can we schedule sometime tomorrow afternoon after the 1:00pm meeting to discuss AGS response?
Does 3:00pm tomorrow work for everyone?

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, October 23, 2017 2:37 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: ICE Krome Counter Proposal

(b)(6);
(b)(7)(C)

AGS respectfully submits our response to the ICE counter proposal. I hope that this proposal will meet all of your expectations.

The enclosed includes a cover Letter plus attachments.

We are available to discuss at any time convenient for you.

V/r

(b)(6);
(b)(7)(C)

(b)(6); (b)(7)(C) | President

AGS | 13873 Park Center Road (b)(6); Herndon, VA 20171

Office: 703-766-(b)(6) | Cell: 321-544-(b)(6); (b)(7)(C)

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From: (b)(6); (b)(7)(C)

Sent: Friday, October 13, 2017 4:34 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: ICE Krome Counter Proposal

Good afternoon (b)(6); (b)(7)(C),

I apologize for the delay in our response, but we would like to counter your firm's proposal on the points below or accept the previously proposed terms and wrap things up. Once we have come to an agreement on the points below, we will issue a modification and update the contract/task order accordingly.

(b)(4)



(b)(4)

If you have any questions or would like to setup a meeting to discuss the topics above, please let me know.

Please provide a response by October 19th.

Thanks,

(b)(6); (b)(7)(C)

Detention, Compliance, & Removals Division | Section Chief
DHS | ICE | Office of Acquisition Management (OAQ)

Office Phone # (202) 732-2 (b)(6); Mobile Phone # (202) 365- (b)(6);

Email: (b)(6); (b)(7)(C)

+=====+
=====+

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

+=====+
=====+

From: (b)(6); (b)(7)(C)
Sent: 26 Sep 2017 13:00:02 -0400
To: (b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing

(b)(6);
(b)(7)(C)

I think that's a great idea. My availability for the remainder of this week is below, and happy to meet next week if things don't line up.

- Wednesday, 9/27: 1:30-2pm ET
- Thursday, 9/28: 1-1:30pm ET
- Friday, 9/29: 2-5pm ET

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, September 26, 2017 7:49 AM
To: (b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing

Guys:

I know we probably won't get a chance to talk before today's 1pm (assuming it is still on). However, I propose we put together a counteroffer to AGS based on (b)(6); dynamic staffing and all the other hour data we have AND McKinsey's cost numbers. I'd like to start the process with (b)(6) this week.

We have a pretty good opportunity for the next 30 days. We probably won't be housing detainees for at least a month. When we do open, we will probably have Bldgs 8 and 11 up and running. Bldg 14 and the KTU will take longer. Therefore, we should try to finalize a new staffing/cost/CLIN structure before 31 Oct 2017.

(b)(6); (b)(7)(C)

Mgmt & Prg Analyst (COR)
Miami Field Office
DHS/ICE/ERO
O: (305) 207-(b)(6);
C: (305) 796-(b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, September 19, 2017 12:34 PM
(b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing

Sure. Tomorrow morning ok too.

(b)(6);

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, September 19, 2017 12:32 PM

(b)(6); (b)(7)(C)

Subject: RE: Krome dynamic staffing

Sure will.

End of the day ok?

From: (b)(6); (b)(7)(C) >

Date: Tuesday, Sep 19, 2017, 12:01 PM

(b)(6); (b)(7)(C)

Subject: RE: Krome dynamic staffing

(b)(6);

We actually spent most of the time discussing the situation at Krome post-hurricane and how it might impact our ongoing negotiations. It would help if you and (b)(6); could prepare some simple summary of the status of the various buildings onsite. Which ones are up and running and which ones are down. For the ones that are down, what impact does it have on the contract and what is the ETA for getting those back up. Also, do you all have a general sense of repair costs we're facing? That info would be helpful before our conference call with (b)(6); AGS tomorrow afternoon. Thanks!

(b)(6);

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, September 19, 2017 11:58 AM

(b)(6); (b)(7)(C)

Subject: RE: Krome dynamic staffing

I'm sorry for missing the call today!

Had something come up with our Krome evacuees.

Is there something I can clear up later this afternoon?

From: (b)(6); (b)(7)(C)

Sent: Monday, September 18, 2017 1:19 PM

(b)(6); (b)(7)(C)

Subject: RE: Krome dynamic staffing

Good afternoon,

I'm open to the date and time that works for everyone. If I cannot attend, I will just speak with (b)(6); (b)(7)(C) afterwards.

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, September 18, 2017 12:56 PM

(b)(6); (b)(7)(C)

Subject: RE: Krome dynamic staffing

Thanks (b)(6); I'm available tomorrow morning and Wednesday afternoon. The Tuesday afternoon time is also fine if that's the only time others are available but that's also the time scheduled for (b)(6); retirement party.

(b)(6);
(b)(7)(C)

Contracting Officer | Detention, Compliance & Removals

DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, September 18, 2017 12:52 PM

(b)(6); (b)(7)(C)

Subject: Krome dynamic staffing

All,

(b)(6); (b)(7)(C) were able to connect with me on Thursday and brainstorm the incremental savings that dynamic staffing could bring to AGS' "optimized model." Through the identification of unnecessary posts, the reduction in hours of posts that should not be full-time, and the de-specialization of roles, we were able to identify (b)(4) in additional savings at Krome. With this sizing complete, we should meet early this week to align on all incremental savings levers (below) and the negotiation approach back to AGS.

If everyone can let me know their availability Tuesday/Wednesday within the times below, I will send out an invite for team discussion.

Tuesday, 9/19

- 9am-11am ET
- 2:30pm-5:30pm ET

Wednesday, 9/20

- 9am-11am ET
- 2pm-5pm ET

Opportunity	Sizing (low end)	Sizing (high end)	Calculation
Eliminate guard mount	(b)(4)		
Shift permanent posts from CLIN 7 to CLIN 7A			
Tiered KTU and efficiencies			
Hospital guard ratio			
Dynamic staffing efficiencies			
Optimals vs. standards			
Total approved			(b)(4)

It is worth noting that these calculations are based upon incremental savings beyond those identified by AGS in their "optimal" model. That is, AGS found (b)(4) of savings off of the baseline spend of (b)(4) in their model, further increasing our total potential savings.

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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copy it, disclose its contents or use it for any purpose.

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From: (b)(6); (b)(7)(C)
Sent: 14 Sep 2017 11:29:11 -0400
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Krome opportunity sizing

Fantastic, (b)(6). Do you have any availability to connect this afternoon between 3-5pm ET (2-4pm CT)? Would love to talk through dynamic staffing. If not, my schedule is fairly flexible on Monday. Let me know what works best for you and I'll throw something on the calendar.

(b)(6); (b)(7)(C), feel free to join in the conversation as well. I'll add you onto the invite as optional.

(b)(6); (b)(7)(C)
McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Thursday, September 14, 2017 10:43 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Krome opportunity sizing

I'm back online!

From: (b)(6); (b)(7)(C)
Sent: Tuesday, September 12, 2017 8:29 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Krome opportunity sizing

(b)(6); (b)(7)(C)

Hope all is well with you and that the hurricane didn't cause too much damage to you personally or the ICE facilities. I wanted to check in to see if I can be of assistance and if you have an idea of when you'll be back on line with the bandwidth to resume the AGS negotiation. Operations, safety, and recovery come first and I want to make sure that I can help set reasonable expectations on your behalf back here at HQ.

Kind regards,

(b)(6);

(b)(6); (b)(7)(C)
McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, September 5, 2017 10:59 PM
To: (b)(6); (b)(7)(C)

Cc: (b)(6); (b)(7)(C)

Subject: RE: Krome opportunity sizing

Hi (b)(6); (b)(7)(C)

I appreciate the email and completely understand. Continuity of operations and safety are paramount. I would love to connect if you get the chance, but please do what you need to do to keep yourself and others safe. I will keep working what I can on my end and we will find time to connect when possible.

Best wishes,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, September 5, 2017 7:55 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Krome opportunity sizing

(b)(6); (b)(7)(C) I spoke with (b)(6) this morning. He is trying to get back to Miami before Irma hits and will be offline for several hours. I'm not trying to be difficult, but I think it's safe to say we are going to be quite busy in full hurricane prep mode for the next few days whether at work or home. If I get a chance to call you tomorrow I will probably in the morning. (b)(6); will be up to his ears busy.

Sent with BlackBerry Work
(www.blackberry.com)

From: (b)(6); (b)(7)(C)

Date: Tuesday, Sep 05, 2017, 6:03 PM

To: (b)(6); (b)(7)(C)

Subject: Krome opportunity sizing

Hey (b)(6); (b)(7)(C)

It would be great to get some time together in the next couple of days. I'm available tomorrow (Wednesday) from 9am-3pm ET and Thursday from 9am-1pm ET. Please let me know when you're available for an hour and I will put an invite on the calendar. Let's aim for sooner rather than later to give ourselves more time on any action items coming out of the call.

Wanted to follow up with you both on the potential dynamic staffing and admin efficiency opportunities at Krome. Some initial ideas that we have discussed include:

- (b)(4); (b)(5)

-

- (b)(4); (b)(5)

We have some sizing/perspective for the other ideas below, and I would love to also validate these approaches with you.

Opportunity	Sizing	Notes
Eliminate guard mount	(b)(4)	(b)(4)
Shift permanent posts from CLIN 7 to CLIN 7A		
Tiered KTU and efficiencies		
Hospital guard ratio		
Dynamic staffing efficiencies	TBD w/ (b)(6);	(b)(4)
Reduce administrative staff	TBD w/ (b)(6);	
Rates and margins	-	
Optimals vs. standards	(b)(4)	
Total	plus staffing efficiency savings	

Thanks,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Friday, September 1, 2017 11:31 PM

To: (b)(6); (b)(7)(C)

Subject: RE: Able to join call?

No worries, (b)(6). Definitely happens. Let's connect early next week and get this sizing locked down. Would be great to close out the Krome negotiation in the next couple of weeks. Have a great weekend!

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Friday, September 1, 2017 2:30 PM

To: (b)(6); (b)(7)(C)

Subject: RE: Able to join call?

I'm sorry. Conflict in Mexico. Go figure!

From: (b)(6); (b)(7)(C)

Date: Friday, Sep 01, 2017, 3:12 PM

To: (b)(6); (b)(7)(C)

Subject: Able to join call?

Hey (b)(6);

Are you able to join our scheduled call now to discuss staffing model changes or has a conflict come up?

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00005		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0018	
5. PROJECT NO. (If applicable)					
6. ISSUED BY CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) CODE			
ICE DETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC ATTN (b)(6); (b)(7)(C) 1200 19TH ST NW SUITE 1100 WASHINGTON DC 20036		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-16-F-00004	
				10B. DATED (SEE ITEM 13) 03/14/2016	
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: \$25,000.00
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)
X	IAW FAR 52.217-9

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732- (b)(6); (b)(7)(C)

Alt. COR: (b)(6); (b)(7)(C) (202) 732- (b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732- (b)(6); (b)(7)(C)

The purpose of this modification is to exercise Option Year I. The total amount of CLIN 2001, Option Year I, has been reduced from (b)(4) in accordance with Vendor final quote dated December 12, 2016, for logical follow-on task order #HSCECR-17-F-00003, "Enforcement and Removal Operations Transformation 2.0."
Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. C (b)(6); (b)(7)(C)		15C. DATE SIGNED 3/22/2017	
		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C) (Signature of Contracting Officer)	
15D. DATE SIGNED		16C. DATE SIGNED	
NSN 7810-01-080-0000		STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243	

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-16-F-00004/P00005

PAGE	OF
2	2

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>All other terms and conditions remain unchanged. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Accounting Info: (b)(7)(E)</p> <p>FOB: Destination Period of Performance: 03/21/2016 to 03/20/2018</p> <p>Change Item 20001 to read as follows (amount shown is the total amount):</p>				
20001	<p>OPTION PERIOD I CHANGE MANAGEMENT SERVICES</p> <p>PERIOD OF PERFORMANCE: 3/21/2017 - 3/20/2018 Funded amount: (b)(4)</p> <p>Change Item 20002 to read as follows (amount shown is the total amount):</p>				263,551.81
20002	<p>OPTION PERIOD I TRAVEL Amount: (b)(4) (Option Line Item) 04/20/2017</p>				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00005		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0018	
6. ISSUED BY ICE/DCR ICE DETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6): WASHINGTON DC 20536		7. ADMINISTERED BY (If other than Item 6) CODE		5. PROJECT NO. (If applicable)	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC ATTN (b)(6); (b)(7)(C) 1200 19TH ST NW SUITE 1100 WASHINGTON DC 20036		(x) 9A. AMENDMENT OF SOLICITATION NO.		9B. DATED (SEE ITEM 11)	
CODE 8252293180000 FACILITY CODE		X 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-16-F-00004		10B. DATED (SEE ITEM 13) 03/14/2016	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: \$288,551.81
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) IAW FAR 52.217-9

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732- (b)(6); (b)(7)(C)

Alt. COR: (b)(6); (b)(7)(C) (202) 732- (b)(6); (b)(7)(C)

Contracting Officer: (b)(6): (202) 732- (b)(6); (b)(7)(C)

The purpose of this modification is to exercise Option Year I. CLIN 2001, Option Year I, has been reduced from (b)(4) in accordance with Vendor final quote dated December 12, 2016, for logical follow-on task order #HSCECR-17-F-00003, "Enforcement and Removal Operations Transformation 2.0." CLIN 2002, Option Year I Travel is fully funded Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. CONTRACT NO. X (b)(6); (b)(7)(C)		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
15C. DATE SIGNED 3/17/17		16C. DATE SIGNED	

NSN 7540-01-
Previous edition unusable

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-16-F-00004/P00005	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>in the amount of \$25,000.00.</p> <p>All other terms and conditions remain unchanged. Exempt Action: N Sensitive Award: NONE Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination Period of Performance: 03/21/2016 to 03/20/2018</p> <p>Change Item 20001 to read as follows (amount shown is the total amount):</p> <p>20001 OPTION PERIOD I CHANGE MANAGEMENT SERVICES 263,551.81</p> <p>PERIOD OF PERFORMANCE: 3/21/2017 - 3/20/2018</p> <p>Change Item 20002 to read as follows (amount shown is the total amount):</p> <p>20002 OPTION PERIOD I TRAVEL 25,000.00</p>				

From: (b)(6); (b)(7)(C)
Sent: 5 Sep 2017 10:05:58 -0400
To: (b)(6); (b)(7)(C)
Cc:

(b)(6); (b)(7)(C)
Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

Happy to discuss with you and the team.

In short, the rate build-ups, invoice totals, and scheduling seem to be fairly consistent throughout AGS' proposal (i.e., not always an exact match, but usually within ~2%). Their invoice numbers are within a similar range to your payment records as well. Below is a breakdown of our current understanding of the remaining opportunities for Krome. You will notice some minor shifts from last week's report, but a fairly consistent range with some additional validation behind the numbers.

Opportunity	Sizing	Notes
Eliminate guardmount	(b)(4)	(b)(4)
Shift permanent posts from CLIN 7 to CLIN 7A		
Tiered KTU and efficiencies		
Hospital guard ratio		
Dynamic staffing efficiencies		
Reduce administrative staff		
Rates and margins		
Optimals vs. standards		
Total		

Once (b)(6) and I are able to connect on the final couple of opportunities, we will be able to finish things up with AGS. We could also do this incrementally, addressing the sized opportunities immediately with the supplier and then introducing the dynamic staffing later if we feel it will drive significant incremental savings.

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, September 5, 2017 8:45 AM

(b)(6); (b)(7)(C)

(b)(6); DCG/NorthAmerica/MCKINSEY; (b)(6); (b)(7)(C)

Subject: FW: Follow-up Questions/Concerns (Cost Savings Initiative)

Good morning,

I just wanted to follow-up to (b)(6); email below. Can you please advise if AGS payroll info is in line with the other supporting data that was submitted?

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, August 21, 2017 8:49 AM

To: (b)(6); (b)(7)(C)

Cc:

Subject: FW: Follow-up Questions/Concerns (Cost Savings Initiative)

(b)(6); (b)(7)(C)

Please find attached AGS' response to our request for payroll information and other questions we had following our last meeting. I also had a brief telephone conversation with (b)(6); (b)(7)(C) and she wanted to make sure we knew that they considered the optimal staffing proposal an all-or-nothing proposal and not a list of options for us to pick and choose from.

After we've had a chance to go over this information, can schedule another meeting to discuss what the total savings will be should we decide to accept what is on the table and when/if we should schedule another negotiation with AGS? Thanks!

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals

DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6); Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, August 21, 2017 6:20 AM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

As discussed, attached are the payroll files for the 1st quarter of the current option period 3 (May – July 2017), Krome Payroll Files.zip.

These files include both our subcontractor, Akal's files as well as AGS' files. They are formatted differently, but both show the total hours and dollars for wages, uniform allowance, H&W, 401(k) contribution (pension), etc. These files should demonstrate that we have been paying in accordance with the CBAs; and also demonstrate the total dollar cost of our labor. These files do not represent the other direct costs incurred.

Also attached is a copy of the optimal staffing plan that was submitted July 13th – but this version also includes additional columns that show a side by side comparison of the original AGS proposed staffing, changes that were made during transition and through 2016, and our proposed staffing submitted last month.

(b)(4); (b)(5)									
----------------	--	--	--	--	--	--	--	--	--

Current Pricing for OP 3:

CLIN 300 2	Bed Days - Guaranteed - 450 Bed Days		(b)(4)		DA		(b)(4)		(b)(4)
CLIN 300 3	Bed Days - Above Guaranteed Minimum				DA				

Submitted Pricing for OP3:

CLIN 3002: Detention 450 Minimum		(b)(4)		BDR		(b)(4)		(b)(4)
CLIN 3002A: KTU T-1 (1-12)				DA				

CLIN 3002B: KTU T-2 (13-30)	(b)(4)		DA	(b)(4)	(b)(4)
CLIN 3003: Detention Over 450			BDR		
CLIN 3003A: Detention Over 550			BDR		

The difference between submitted (b)(4) and current (b)(4) This difference represents the true-up shown in detail on the attached staffing plan. The difference shown on that plan is (b)(4) The staffing plan difference is (b)(4); (b)(5)

(The (b)(4) difference being higher on the staffing plan vs. the submitted pricing demonstrates that it's in the government's favor.)

The pricing submitted on 7-13 is fully CAS and DCAA compliant and based on actual costs. We built up the costs as a bottoms-up exercise to ensure true total costs were being submitted. There is no better way to do the actual cost build up.

I, (b)(6); (b)(7)(C) and/or our pricing analyst can be made available to discuss the formulas and changes.

I hope this answers the questions.

V/r

(b)(6);

(b)(6); (b)(7)(C) | President
AGS | 13873 Park Center Road, Suite 400N, Herndon, VA 20171
Office: 703-766-(b)(6) Cell: 321-544-(b)(6); (b)(7)(C)

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From: (b)(6); (b)(7)(C)
Sent: Wednesday, August 16, 2017 10:16 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Thanks (b)(6);

This spreadsheet should make more sense to (b)(6); (b)(7)(C). But how does it specifically show the increase in the GM bed day rate from (b)(4)? Forgive the dumb question, but is

there some formula where we can see the work? We're trying to figure out what exactly caused that increase because that might be an issue with ERO in getting our discussions wrapped up.

(b)(6);

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); (b)(7)(C) | Mobile: 202-380-(b)(6); (b)(7)(C)
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Wednesday, August 16, 2017 10:09 AM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

The attached spreadsheet shows the staffing changes between current operations and the optimal staffing plan submitted on July 12.

V/r

(b)(6);

(b)(6); (b)(7)(C)

| President

AGS | 13873 Park Center Road, Suite 400N, Herndon, VA 20171

Office: 703-766-(b)(6) | Cell: 321-544-(b)(6); (b)(7)(C)

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From: (b)(6); (b)(7)(C)

Sent: Tuesday, August 15, 2017 4:52 PM

To: (b)(6); (b)(7)(C)

Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

(b)(6);

Are you all still able to provide a summary spreadsheet of the changes to the guaranteed minimum bed day rate today? Thanks.

(b)(6);

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); (b)(7)(C) | Mobile: 202-380-(b)(6); (b)(7)(C)
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Friday, August 11, 2017 7:18 AM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

1. As per our discussion, AGS will prepare "Payroll "Registers" for the first quarter of the current contract year (May – July 2017). These reports should be ready by mid next week.

These reports are essentially a certified payroll showing the hours, base wages, shift differentials, overtime, allowances, etc., in other words total compensation for each employee.

Note that AGS pays all of its employees in full compliance with all DOL regs, the in-place CBAs, and the SCA. The CBAs (which have been previously forwarded to ICE) clearly show the rates of pay, health and welfare, leave amounts, and other allowances that are part of the staff (various labor categories) total compensation. If employees were not being paid in full compliance, ICE would have certainly heard the complaints, AGS would be in the middle of multiple law suits, DOL audits, facing financial penalties, and possible disbarment.

In addition, ICE is provided a daily sign-in/sign-out sheet showing every employee, every post, every labor category, and total hours. This report demonstrates the number of hours being provided.

2. AGS' cost and pricing model was prepared in full compliance with CAS and DCAA standards.

3. AGS will provide a summary spreadsheet of the changes to the guaranteed minimum bed day rate by Tuesday of next week.

V/r

(b)(6);

(b)(6); (b)(7)(C) | President

AGS | 13873 Park Center Road, Suite 400N, Herndon, VA 20171

Office: 703-766-(b)(6); Cell: 321-544-(b)(6); (b)(7)(C)

Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, copy, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

From: (b)(6); (b)(7)(C)

Sent: Thursday, August 10, 2017 4:15 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

Thank you for the response. We went over it today with the team and have a few, hopefully quick follow-up questions/requests:

- In order to verify the cost savings initiatives you all have proposed, we would like to request payroll information for all employees associated with this contract for the period covering the prior contract period. We understand that this information will be voluminous. Please also include a summary page for each function area, labor category, hours, and costs. This information will allow us to ensure that proposed labor costs are reasonable.
- Please confirm all of the information provided to us was prepared consistent with DCAA and cost accounting standards. The prior communications we had regarding DCAA are not clear on this.
- Please provide an explanation for the increase in the guaranteed minimum bed day rate in your Optimal Submission from (b)(4) What specifically has been added to the rate and what has been removed to arrive at that new rate?

Thanks in advance for your response and we really do appreciate your work with us in this process.

(b)(6);

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

+=====+
====+

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+=====+
====+

From: (b)(6); (b)(7)(C)
Sent: 22 Aug 2017 13:12:13 -0400
To: Johnson, Tae D;'TC Procurement

Mgmt' (b)(6); (b)(7)(C)

(b)(6); Weinberg, Bill; (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C); Achim, Deborah; (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

Subject: RE: For today's 1pm Meeting
Attachments: Aug 21 coordination meeting.pdf

For those who didn't receive the doc today.

Thank you,

(b)(6);

From: Johnson, Tae D (b)(6); (b)(7)(C)

Sent: Tuesday, August 15, 2017 10:11 AM

To: TC Procurement Mgmt (b)(6); (b)(7)(C) TC Procurement Mgmt

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) Weinberg, Bill (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) Achim, Deborah

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

Subject: For today's 1pm Meeting

+=====+
====+

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copy it, disclose its contents or use it for any purpose.

+=====

====+



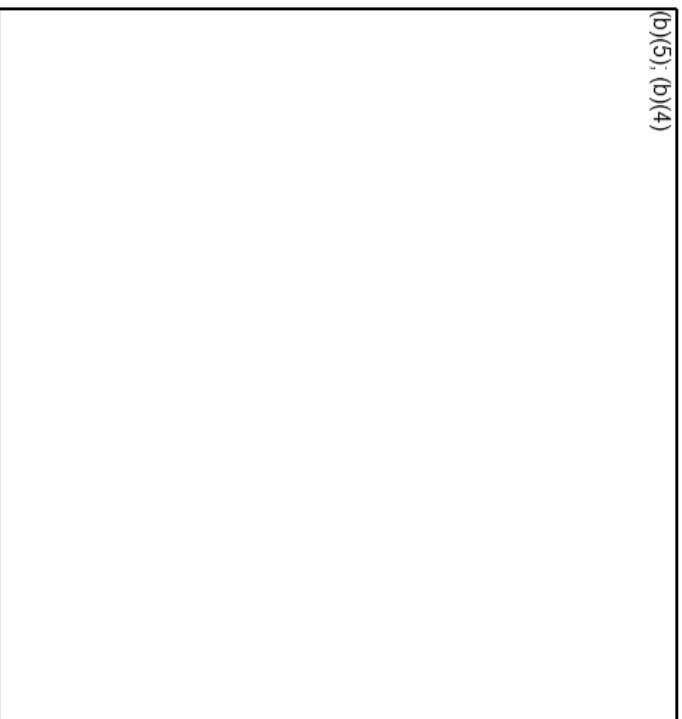
U.S. Immigration
and Customs
Enforcement

ERO & OAQ Negotiation Coordination Update

August 22, 2017

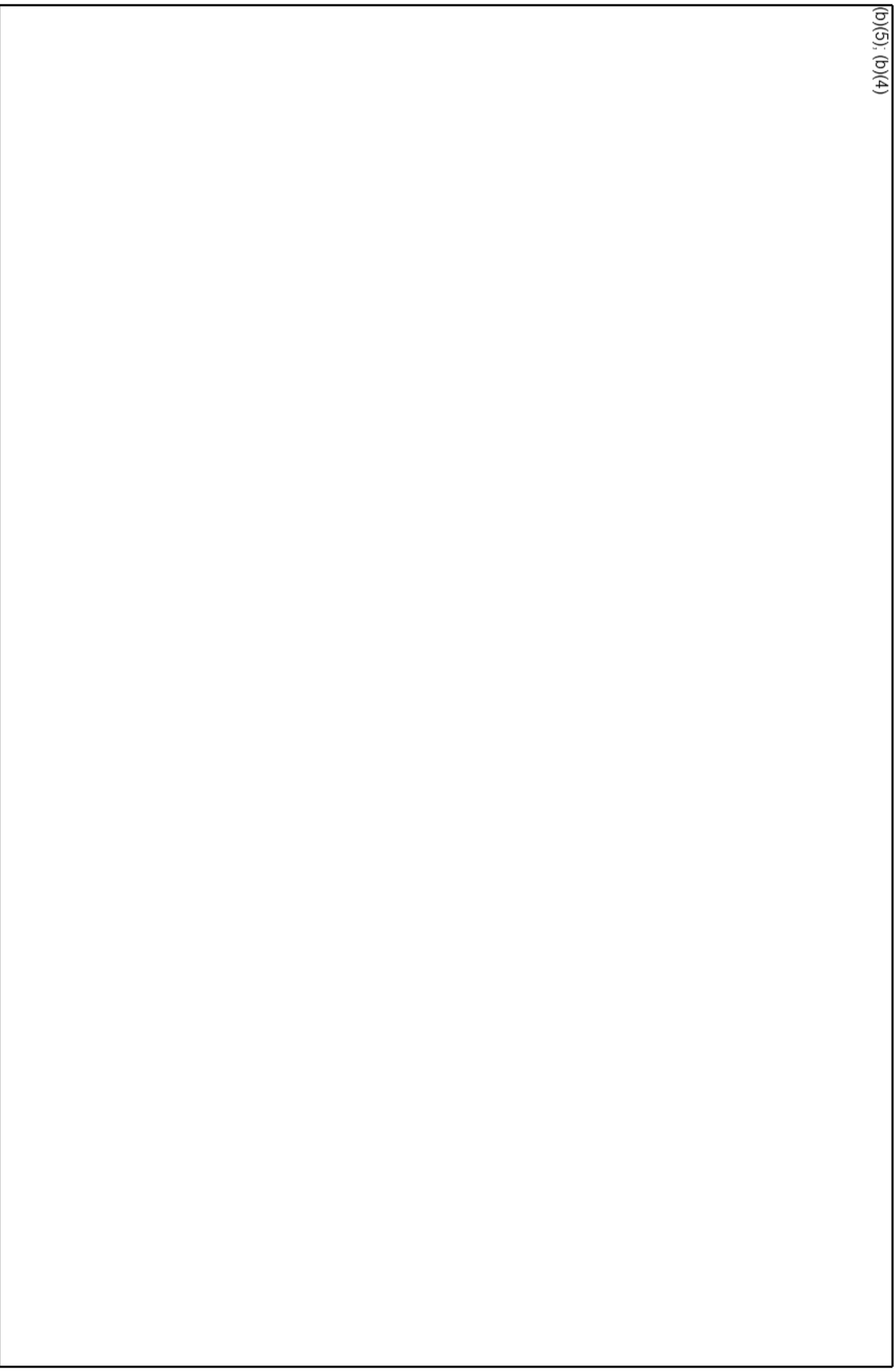
Agenda for today

(b)(5); (b)(4)



Guiding principles

(b)(5); (b)(4)



Dashboard of current negotiations

(b)(5); (b)(4)

Approved ICE Rejected

Timeline and key dates

Farmville

(b)(5); (b)(4)

☐ More review needed

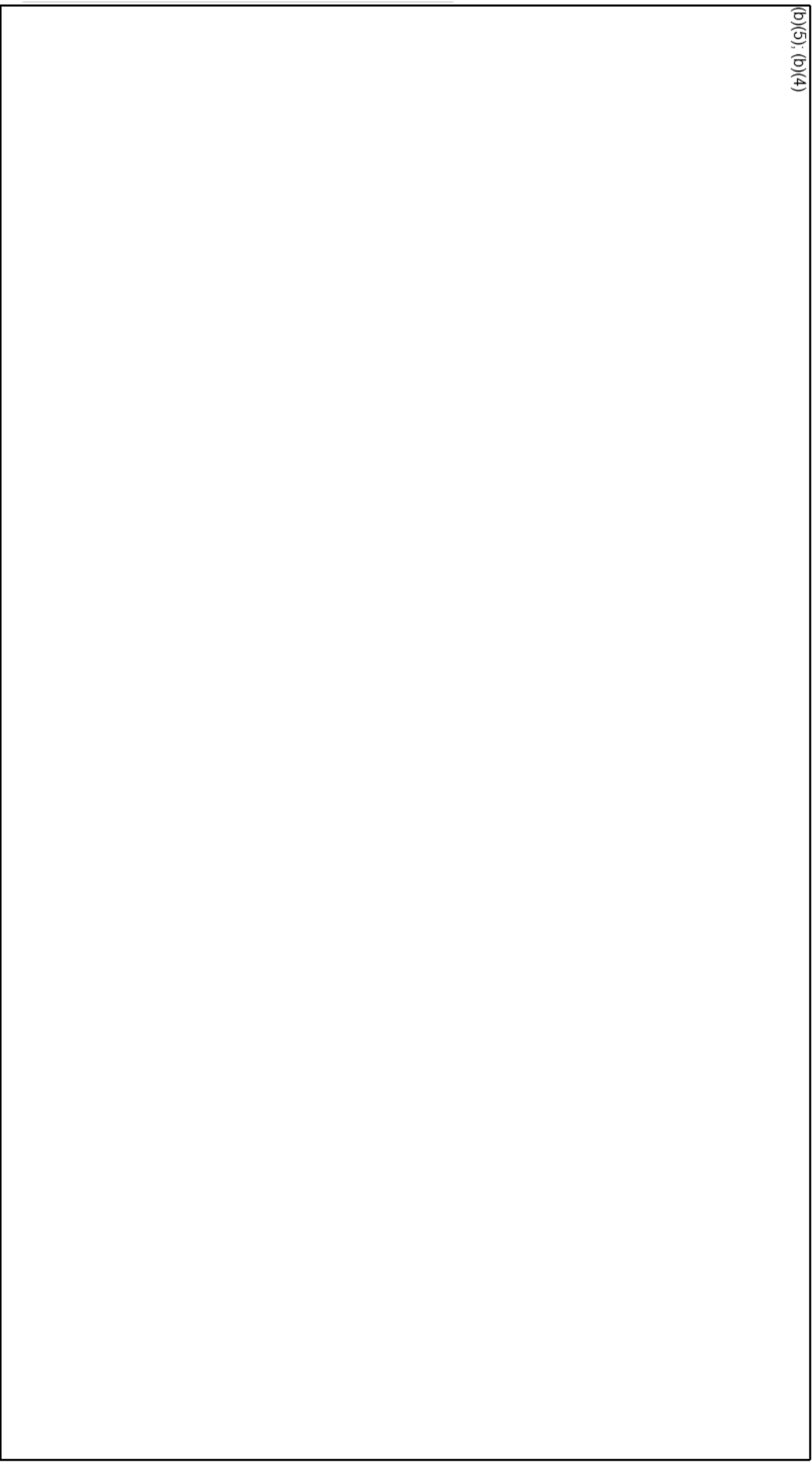
Timeline and key dates

(b)(4); (b)(5)

(b)(5); (b)(4)

Houston

(b)(5); (b)(4)



Houston action items

(b)(4); (b)(5); (b)(7)(E)

Ready for decision

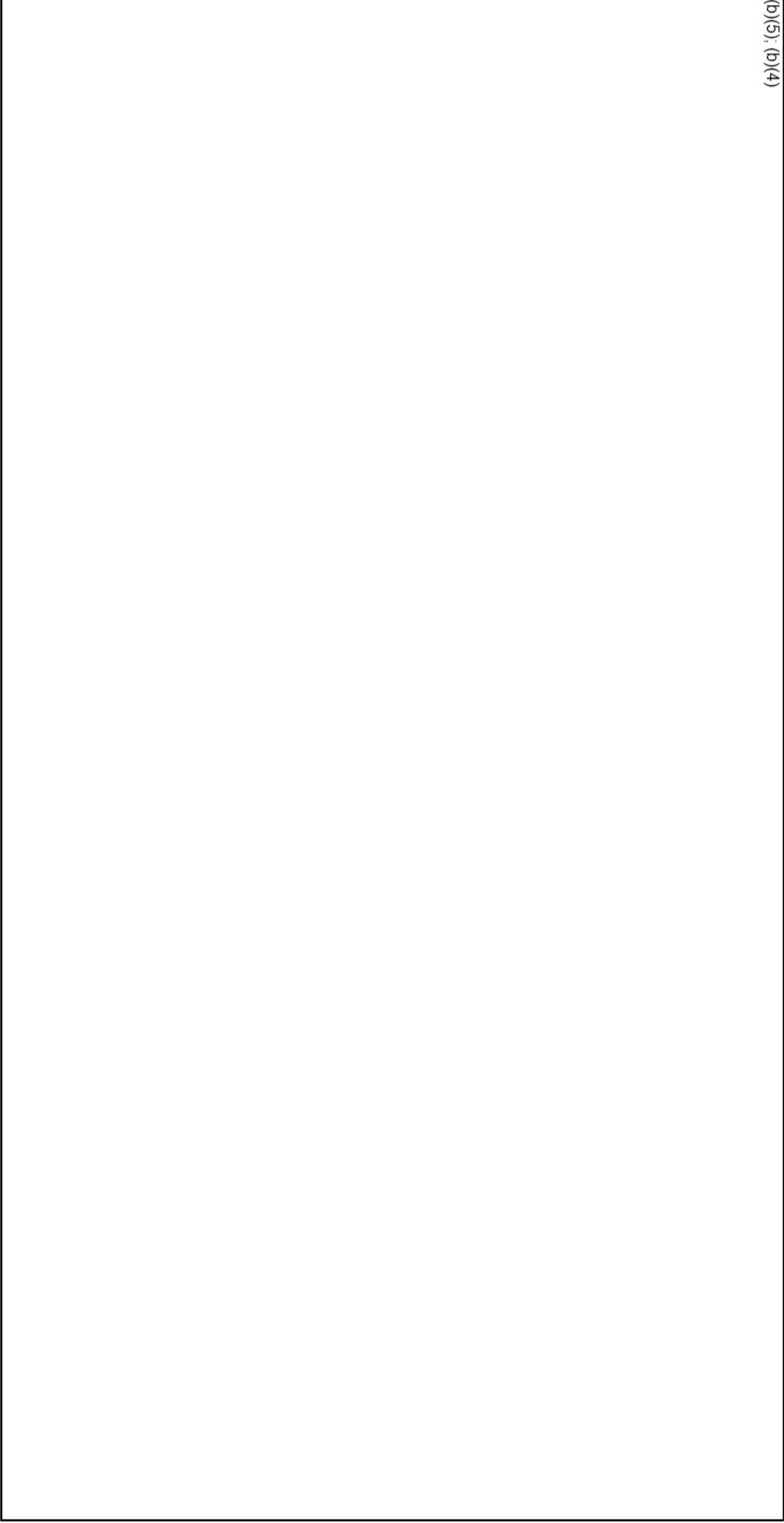
Further negotiation required

SOURCE: Source

2019-ICLI-00048 1073
Pre-Decisional – Proprietary and Confidential

South Texas (Pearsall)

(b)(5); (b)(4)

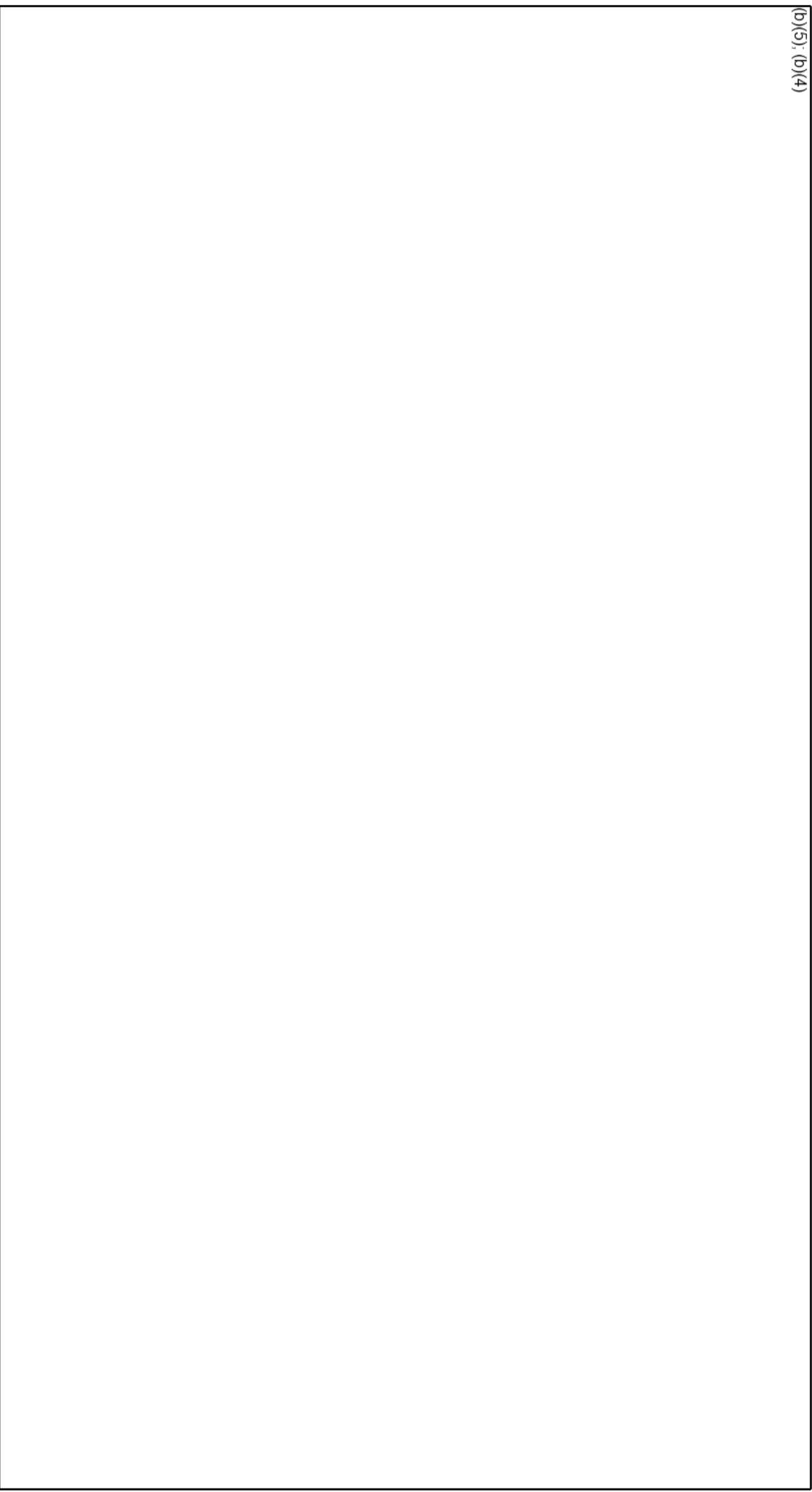


STDC action items

(b)(5); (b)(4)

Port Isabel

(b)(5); (b)(4)



Next steps: Aug 22 coordination meeting

(b)(5); (b)(4)

[Redacted content]

Next steps: Aug 22 coordination meeting

TO BE COMPLETED IN MEETING

(b)(5)

From: (b)(6); (b)(7)(C)
Sent: 28 Jun 2017 17:31:40 -0400
To: (b)(6); (b)(7)(C)
Cc:
Subject: Request for approval: requisition over \$250k

Hey (b)(6);, This is the info for the McKinsey 2.0 Transformation modification.

- a. DCR
- b. McKinsey ERO Transformation 2.0
- c. (b)(4)
- d. (b)(4) with all options exercised
- e. 1/3/17 – 4/7/18
- f. (b)(6); (b)(7)(C)
- g.
- h. Can the Period of Performance be reduced in order to obligate less funds in FY17? No
- i. If no, provide an explanation. This is the period of performance required provide full services.
- j. If yes, what will the new period of performance be?
- k. If yes, how much funding will not be obligated and is available to be used for other ICE procurements?

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732 (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: 9 Jun 2017 16:11:38 -0400
To: Homan, Thomas
Cc: (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C); Weinberg, Bill; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)
(b)(6); (b)(7)(C); Achim, Deborah; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)
Subject: TCO procurement-- June 9 Negotiations update

ICE leadership, TCO team members, and facility teams--

Teams have now had at least one round of negotiations with the vendors at each target facility. As was expected, each has brought different players, postures and degrees of transparency to the table. All teams have made progress, but none are yet to a final agreement. Thank you to the teams for their on-going time and commitment. Updates from the week are below:

Krome (Miami AOR, AGS guard contract for SPC staffing)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Last face-to-face negotiation was last week (Thursday, June 1)
- + AGS will return detailed P&L information and staffing coverage information to ICE by COB Friday, June 9

Farmville (Washington AOR, ICA contract for DIGSA)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (OAQ), (b)(6); (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Team goal of \$(b)(4) **annual cost avoidance (~24%)**
- + Second round negotiation on **Tuesday, June 6** addressed ICE inquiries on rent, equipment and staffing; vendor continues to provide facts for their position and continue dialog with ICE, though true constraints of the vendor (e.g., high capital cost as a local provider) may complicate these conversations

Houston CDF (Houston AOR, CoreCivic/CCA contract for CDF)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Team on track to realize (b)(4) **annual cost avoidance** following first negotiation with CoreCivic on **Wednesday, June 7**
- + CoreCivic provided detailed cost breakdowns which ICE analyzed and discusses point by point
- + ICE has tasked CoreCivic to return with further cost reduction ideas and respond to detailed inquiries next week

STDC (San Antonio AOR, GEO Group contract for CDF)

Negotiating team: Debbie Achim (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office)

Office), (b)(6); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)
+ Team is seeking \$ (b)(4) annual cost avoidance at the South Texas Detention Center
+ GEO did not provide detailed cost data, yet did come to **Thursday, June 8 negotiation** with \$4M in staffing cost reduction ideas
+ ICE has tasked GEO to return with further cost reduction ideas and respond to detailed inquiries next week

(b)(6); (b)(7)(C)
McKinsey & Company | New York
Office: (b)(6); (b)(7)(C)
Mobile: (b)(6); (b)(7)(C)
Assistant: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) --06/02/2017 04:55:12 PM---ICE leadership, TCO team members, and facility teams-- The past two weeks have been very important a

From: (b)(6); (b)(7)(C)
To: Thomas.Homan@ice.dhs.gov, (b)(6); (b)(7)(C) "Robbins, Timothy S" (b)(6); (b)(7)(C) Tracey A (b)(6); (b)(7)(C) Matthew (b)(6); (b)(7)(C) Philip T (b)(6); (b)(7)(C) (b)(6); (b)(7)(C) Tae D (b)(6); (b)(7)(C) (b)(6); (b)(7)(C) Bill Weinberg, Bill (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) "Achim, Deborah"
(b)(6); (b)(7)(C)

Date: 06/02/2017 04:55 PM
Subject: TCO procurement-- Negotiations update

ICE leadership, TCO team members, and facility teams--

The past two weeks have been very important as ICE teams initiated renegotiations on four facilities. Overall, the teams have done an amazing job and so far are on track toward cost avoidance targets (\$30-50M across all four).

Thank you to all the teams and their leadership who have dedicated substantial time and resources toward preparation and execution of these conversations.

Updates on each team:

Krome (Miami AOR, AGS guard contract for SPC staffing)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + AGS is collaborating to realize \$(b)(4) **annual cost avoidance (~24%)** through 2 rounds of conversations (May 18, June 1)
- + Major areas for improvement include staffing posts, wage charges, contractor margin, and overlapping CLIN coverage
- + AGS will return detailed P&L information and staffing coverage information to ICE by COB Friday, June 9

Farmville (Washington AOR, ICA contract for DIGSA)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (OAQ), (b)(6); (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Team on track to realize \$(b)(4) **annual cost avoidance (~24%)** after one conversation (May 18) through improvements in staffing posts, rent and depreciation, and contractor margin
- + ICE team has taken a very structured approach to breaking down ICAs costs and pushed ICA to provide savings initiatives and ICA has responded well
- + Second round negotiation will take place **Tuesday, June 6**

Houston CDF (Houston AOR, CoreCivic/CCA contract for CDF)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Facility on-site review completed Tuesday, May 30
- + Negotiation targets pending analysis -- detailed cost information from CoreCivic expected COB on Friday, June 2
- + First conversation with CoreCivic on **Wednesday, June 7**

STDC (San Antonio AOR, GEO Group contract for CDF)

Negotiating team: Debbie Achim (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Facility on-site review completed Wednesday, May 31
- + Negotiation targets pending analysis -- detailed cost information from GEO expected COB on Friday, June 2
- + First conversation with GEO on **Thursday, June 8**

Best,

(b)(6)

(b)(6); (b)(7)(C)

McKinsey & Company | New York

Office: (b)(6); (b)(7)(C)

Mobile:

Assistant: (b)(6); (b)(7)(C)

+=====+
=====+

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+=====+
=====+

From: (b)(6); (b)(7)(C)
Sent: 12 Jan 2018 13:34:10 -0500
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Funding

Thanks.

From: (b)(6); (b)(7)(C)
Sent: Friday, January 12, 2018 1:30 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Funding

(b)(6); (b)(7)(C) Those numbers are correct according to our list. Thanks!

From: (b)(6); (b)(7)(C)
Sent: Friday, January 12, 2018 12:28 PM
To: (b)(6); (b)(7)(C)
Subject: FW: McKinsey Funding

(b)(6);

Can you review this and respond to (b)(6); (b)(7)(C) Thanks!

(b)(6); (b)(7)(C)
Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, January 12, 2018 12:14 PM
To: (b)(6); (b)(7)(C)
Subject: McKinsey Funding

(b)(6)

I am getting ready to reach out to budget on the funding for McKinsey can you confirm my numbers? I am in the office if you need to speak to me today until about 2:30. Thanks, (b)(6);

My records are showing the following:

Requisition 192118EROLESA0001 funded for (b)(4) while the funding breakdown was (b)(4) X 3 totaling (b)(4)

With the current funding breakdown of (b)(4) X4 totaling (b)(4) less the (b)(4) funded. I am showing that you need (b)(4) to complete the January funding from 1/16/18 to 2/15/18, and the balance of funding for step 3 will be in Feb in the amount of (b)(4)

STEP 3	Invoice Period	Invoice Date	Invoice Amount
	October 16, 2017 – December 15, 2017	December 16, 2017	(b)(4)
	December 16, 2017 – January 15, 2018	January 16, 2018	
	January 16, 2018 – February 15, 2018	February 16, 2018	
	February 16, 2018 – March 31, 2018	April 1, 2018	

(b)(6); (b)(7)(C)

Management Program Analyst
Department of Homeland Security
U. S. Immigration and Customs Enforcement
Enforcement and Removal Operations (ERO)
Law Enforcement Systems and Analysis (LESA)
500 12th Street SW/Washington, DC 20536
Desk 202-732-~~(b)(6)~~/Cell 202-607-~~(b)(6)~~

(b)(6); (b)(7)(C)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 2	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00007		See Block 16C		192117EROLESA0033			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x)			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				9A. AMENDMENT OF SOLICITATION NO.			
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
10B. DATED (SEE ITEM 13)				12/26/2016			
CODE 8252293180000		FACILITY CODE					
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required)				Net Increase: (b)(4)			
See Schedule							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to provide incremental funding in the amount of (b)(4) to CLIN 1003. The period of performance for this CLIN is 6/20/17 - 8/14/17.							
All other terms and conditions remain the same.							
Exempt Action: N Sensitive Award: NONE							
Discount Terms:							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00007PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Net 30				
	Accounting Info:				
	(b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017				
	Change Item 1003 to read as follows (amount shown is the obligated amount):				
1003	Transformation Task 3				787,886.00
	Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites				
	Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				

From: (b)(6); (b)(7)(C)
Sent: 29 Jun 2018 15:06:20 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: McKinsey Hiring Extension

(b)(6);
(b)(7)(C)

McKinsey will give us the no-cost extension to July 13. I will get the modification done today.

(b)(6); (b)(7)(C)

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6) | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6);
Sent: Friday, June 29, 2018 10:23 AM
To: (b)(6); (b)(7)(C)
Subject: RE: McKinsey Hiring Extension

Hi (b)(6);

I totally understand and apologize for the inconvenience and last minute notice.

Thank you for the help,

(b)(6);
(b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, June 29, 2018 9:53 AM
To: (b)(6); (b)(7)(C)
Subject: RE: McKinsey Hiring Extension

(b)(6);

OHC's CLIN on the McKinsey expired on July 24. Any process you all are undertaking should have been undertaken weeks ago. However, ERO's CLIN expires on July 30, tomorrow. I can ask McKinsey for a no-cost extension to July 6, not July 8 which is a Sunday. I also ask as a courtesy that you all do not wait until the end of the day on July 6 to get us your decision or the funding that will be required for any extension.

(b)(6);

Section Chief | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6) | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6);

Sent: Friday, June 29, 2018 9:05 AM

To: (b)(6); (b)(7)(C)

Subject: McKinsey Hiring Extension

Hi (b)(6); (b)(7)(C)

OHC is in the process of determining whether to continue our partnership with McKinsey into another phase; however, we need a little more time to make a final decision. Would it be possible to get a no-cost extension until July 8 in order to have time to make a decision and not have the vehicle lapse?

Thanks for the help,

(b)(6);

(b)(6);

Chief of Staff

Office of Human Capital

U.S. Immigration and Customs Enforcement

(b)(6); (b)(7)(C) | (202) 732-(b)(6) (d) | (202) 465-(b)(6); (m)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 2	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00011		See Block 16C		192117EROLESA0054			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				9B. DATED (SEE ITEM 11)			
				x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
				10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE					
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required)				Net Increase: (b)(4)			
See Schedule							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to exercise CLINs 1004 and 2004. Funding is provided for CLIN 1004 up to 10/9/2017 and for CLIN 2004 up to 10/27/2017. Funds are being obligated as shown below.							
All other terms and conditions remain the same.							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
(Signature of person authorized to sign)				(Signature of Contracting Officer)			
NSN 7540-01-152-8070 Previous edition unusable				STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243			

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES	
				1 4	
2. AMENDMENT/MODIFICATION NO. P00008		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0044	
6. ISSUED BY		CODE		5. PROJECT NO. (If applicable)	
		ICE/DCR		7. ADMINISTERED BY (If other than Item 6)	
				CODE ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536		
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)			(x) 9A. AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412					
			9B. DATED (SEE ITEM 11)		
			x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S		
			HSCECR-17-F-00003		
			10B. DATED (SEE ITEM 13)		
CODE 8252293180000			FACILITY CODE		
			12/26/2016		
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required)					
See Schedule Net Increase: (b)(4)					
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAR 8.405-6 (a)				
	D. OTHER (Specify type of modification and authority)				
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)					
DUNS Number: 825229318					
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
<p>The purpose of this modification is to extend services for TCO Procurement and Talent Management Strategies. These services are provided in accordance with the vendor's technical quote which was submitted on June 14, 2017, and is hereby incorporated by reference. Prices for the extended services CLINs are in accordance with the vendor's updated price quote, submitted on June 20, 2017.</p>					
Continued ...					
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print)			16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)		
			(b)(6); (b)(7)(C)		
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA	
(Signature of person authorized to sign)				(Signature of Contracting Officer)	
NSN 7540-01-152-8070				STANDARD FORM 30 (REV. 10-83)	
Previous edition unusable				Prescribed by GSA	
				FAR (48 CFR) 53.243	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00008	PAGE	OF
		2	4

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018</p> <p>Add Item 2003 as follows:</p>				
2003	<p>Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model</p> <p>Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: (b)(6); (b)(7)(C)</p> <p>Funded: (b)(4)</p>				1,056,653.61
	<p>Add Item 2004 as follows:</p>				
2004	<p>Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model</p> <p>Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) (Option Line Item) 08/09/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p>				0.00
	<p>Add Item 2005 as follows:</p>				
2005	<p>Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy</p> <p>Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) (Option Line Item) 02/09/2018 Continued ...</p>				0.00

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00008	PAGE	OF
		3	4

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
3003	Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 3003 as follows: Talent Management Strategy Step 3A: Begin implementing immediate improvements to streamline the hiring process Period of Performance: 6/29/17 - 8/24/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 3004 as follows: Talent Management Strategy Step 3b: Continue implementing immediate improvements to streamline the hiring process Period of Performance: 8/25/17 - 11/17/17 Amount: (b)(4) (Option Line Item) 08/24/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 3005 as follows: Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion) Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Continued ...				1,119,771.10
3004	Talent Management Strategy Step 3b: Continue implementing immediate improvements to streamline the hiring process Period of Performance: 8/25/17 - 11/17/17 Amount: (b)(4) (Option Line Item) 08/24/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 3005 as follows: Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion) Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Continued ...				0.00
3005	Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion) Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Continued ...				0.00

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00008PAGE OF
4 4

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
3006	<p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p> <p>Add Item 3006 as follows:</p> <p>Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team E Portion)</p> <p>Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p>				0.00

From: (b)(6); (b)(7)(C)
Sent: 11 Jul 2017 18:40:47 -0400
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003
Attachments: 05.03_HSCECR-17-F-00003_P00009 (pe).pdf

(See attached file: 05.03_HSCECR-17-F-00003_P00009 (pe).pdf)

Hi (b)(6); (b)(7)(C) attached is the signature page of the mod for countersignature.

Thanks!

(b)(6);

(b)(6); (b)(7)(C) ---07/10/2017 05:12:11 PM---(b)(6); This modification updates the period of performance in accordance with the Milestone Pay

(b)(6); (b)(7)(C)

Date: 07/10/2017 05:12 PM
Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

(b)(6); (b)(7)(C)

This modification updates the period of performance in accordance with the Milestone Payment Schedule you provided. Please sign and return when you can.

Let us know if you have any questions. Thanks!

From: (b)(6); (b)(7)(C)
Sent: Friday, July 7, 2017 10:32 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

(b)(6); (b)(7)(C) please see attached for the revised milestone schedule.

(b)(6); (b)(7)(C) if needed, you could push back the 9/29 deliverables to 10/2 if that makes a difference to have it in FY18.

Let us know if you have any questions.

Thanks!

(b)(6); (b)(7)(C)

(See attached file: DHS ICE ERO TCO Talent Extension - Milestone Payment Schedule-Updated 2017-07-07.docx)

(b)(6); (b)(7)(C)

McKinsey & Company
1200 19th Street NW, Suite 1000
Washington, DC 20036
Mobile: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) ---07/06/2017 08:18:59 AM---Hi (b)(6); Thanks. Yes let's revise the milestones as you've described below with expiration dates pus

(b)(6); (b)(7)(C)

Date: 07/06/2017 08:18 AM

Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

Hi (b)(6);
(b)(7)(C)

Thanks. Yes let's revise the milestones as you've described below with expiration dates pushed back.

(b)(6);

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Wednesday, July 05, 2017 11:01 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

Hi (b)(6) first of all, hope you had a terrific 4th of July holiday!

What you heard is only partially true - we have begun work on the task order (as directed), in collaboration with our client teams. However, given the timing of the award (right around the holiday), many folks have been out of the office (e.g., we just met with Tae today on the TCO effort, and won't meet with (b)(6); (b)(7)(C) on talent until Friday). We'd like to ensure you get the full value out of our support, so would propose extending the period of performance for each contract - at no cost to the government - by ~1 week - which has the effect of starting the 'counting' of weeks on July 10.

Thus the period of performance for each effort would be:

- + TCO Step 5A: June 29 - August 18
- + Talent Step 3A: June 29 - September 1

Does that work? If so, we can draw up a revised milestone schedule for your review.

Thanks,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company
1200 19th Street NW, Suite 1000
Washington, DC 20036
Mobile: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) ---07/05/2017 06:24:33 PM---Hi (b)(6); (b)(7)(C) I heard second hand today that you all were not planning to begin on your extended

(b)(6); (b)(7)(C)

Date: 07/05/2017 06:24 PM
Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

Hi (b)(6); (b)(7)(C)

I heard second hand today that you all were not planning to begin on your extended services until July 10. Is that the case? If so, I'd like to amend the task order again to reflect the change in start date from June 29 to July 10. Can you all confirm this is the case and does it apply to both TCO and TMS?

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Thursday, June 29, 2017 12:53 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

(See attached file: 05.03_HSCECR-17-F-00003_P00008 (pe).pdf)

Hi (b)(6) here you go.

(b)(6); (b)(7)(C) ---06/29/2017 12:48:00 PM---Quick update (b)(6) We have the justification signed. So I'm just waiting for the McKinsey signature

(b)(6); (b)(7)(C)

Date: 06/29/2017 12:48 PM
Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

Quick update (b)(6); (b)(7)(C)

We have the justification signed. So I'm just waiting for the McKinsey signature on the modification. Thanks!

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6) | Mobile: 202-380-(b)(6)
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Thursday, June 29, 2017 11:10 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: Re: Modification/Supplemental Agreement for HSCECR-17-F-00003

Thanks, (b)(6) Should we wait for LSJ or other approval to commence the work? Or can we begin reaching out to the ICE teams now?

Thanks,

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)
McKinsey & Company
1200 19th Street NW, Suite 1000
Washington, DC 20036
Mobile: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) ---06/29/2017 09:24:24 AM---(b)(6) Attached is modification 8 to HSCECR-17-F-00003 covering the extension for TCO and TMS we have

(b)(6); (b)(7)(C)

Date: 06/29/2017 09:24 AM

Subject: Modification/Supplemental Agreement for HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

Attached is modification 8 to HSCECR-17-F-00003 covering the extension for TCO and TMS we have been discussing. The modification is bi-lateral so if you all can review and return to me today, we can get it finalized and released. I am awaiting final approval of the Limited Sources Justification but in the meantime, I wanted to keep the ball rolling on the modification itself.

(b)(6);
(b)(7)(C)

Contracting Officer | Detention, Compliance & Removals

DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

[attachment "05.03_HSCECR-17-F-00003_P00008.pdf" deleted by (b)(6);

(b)(6); /DCG/NorthAmerica/MCKINSEY]

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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=====+[attachment "05.03_HSCECR-17-F-00003_P00009.pdf" deleted by (b)(6);
(b)(6);/DCG/NorthAmerica/MCKINSEY]

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 4
2. AMENDMENT/MODIFICATION NO. P00009	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
6. ISSUED BY ICE/DCR	7. ADMINISTERED BY (If other than Item 6) ICE/DCR		
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x) 9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11) x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.212-4 (c)

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to extend the period of performance for CLINs 2003 and 3003 by eight days at no additional cost to the Government. These dates of performance are in accordance with the Milestone Payment Schedule dated July 7, 2017. The period of performance for all CLINs impacted by this extension are as follows:

CLIN 2003 - 6/29/17-8/18/17

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Senior Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
(b)(6); (b)(7)(C)		15C. DATE SIGNED 7/11/2017	16B. UNITED STATES OF AMERICA (Signature of Contracting Officer)
		16C. DATE SIGNED	

From: (b)(6); (b)(7)(C)
Sent: 18 Sep 2017 16:54:05 -0400
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Negotiation Coordination Doc

Will do, (b)(6); Thanks so much for your thoughts on this. Have a good night!

From: (b)(6); (b)(7)(C)
Sent: Monday, September 18, 2017 4:48 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: Negotiation Coordination Doc

Good afternoon (b)(6); (b)(7)(C)

We confirmed with (b)(6); (b)(7)(C) last week that there are not currently any duplicative positions on the contract. Can you please remove the applicable info on slide 7? That is the only update needed for Krome this week.

Thanks,
(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Monday, September 18, 2017 12:45 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: Negotiation Coordination Doc

Hello, teams-

Attached you'll find the doc for this week's meeting. Even though we'll be celebrating (b)(6); tomorrow during the weekly meeting, we'd like to make any changes and update action items necessary to circulate the document. That way, we'll keep things up to date for next week.

I'm happy to stop by and walk through things with teams this afternoon and tomorrow morning if it's helpful! Just let me know what's best.

Thanks,
(b)(6);

(b)(6); (b)(7)(C)
McKinsey & Company
1200 19th Street NW
Washington, D.C. 20036
Phone: (202) 790- (b)(6)
Email: (b)(6); (b)(7)(C)

+=====

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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From: (b)(6); (b)(7)(C)
Sent: 14 Feb 2017 16:22:19 -0500
To: (b)(6); (b)(7)(C)
Subject: RE: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

This is the Talent Management HSCECR-17-F-0003 (Subject line confusing).

I am waiting for an answer from McKinsey on the POP for original ERO 2.0. Approximatley 288K for next POP.

Thank You

From: (b)(6); (b)(7)(C)
Sent: Tuesday, February 14, 2017 4:18 PM
To: (b)(6); (b)(7)(C)
Subject: RE: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

For which of our McKinsey contracts?

(b)(6);

Contracting Officer | Detention, Compliance & Removals

DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Tuesday, February 14, 2017 4:17 PM
To: (b)(6); (b)(7)(C)
Subject: FW: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

(b)(6);

FYI ERO approved funding for McKinsey is on its way to requisition review. I will inform McKinsey that funds are in route.

Thank You

(b)(6);

From: (b)(6); (b)(7)(C)
Sent: Tuesday, February 14, 2017 4:07 PM
To: (b)(6); (b)(7)(C)
Subject: FW: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

FYI

From: (b)(6); (b)(7)(C) on behalf of MSD-FMU
Sent: Tuesday, February 14, 2017 4:05:28 PM
To: ICE Requisition Processing DC; ICECFORequisitionReview
Cc: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

Subject: RE: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

Please approve the subject G514. The information for BWS is below.

- 1. Contract and Task Order Number:** GS-10F-0118S/HSCECR-17-F-0003
- 2. Period of performance:** 1/3/2017 to 10/09/17
- 3. Period funded by the requisition:** 1/3/17 to 03/28/17
- 4. Description of the procurement:** ERO 2.0 Task 3 Transformation Step 1a and refine the task 2; Total Cost of Ownership-Procurement Strategy Step 1; Talent Mgt Strategy Step 1
- 5. Justification of the procurement:** Incremental Funding
- 6. Product Service Code (PSC):** R799

From: (b)(6); (b)(7)(C)
Sent: 14 Jun 2017 11:18:52 -0400
To: (b)(6); (b)(7)(C)
Cc: Weinberg, Bill
Subject: RE: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003

Yes!

Thanks

Chief of Staff (A)
Office of Acquisition Management (OAQ)
U.S. Immigration and Customs Enforcement
Desk Phone: 202-732-(b)(6);
Cell Phone: 202-906-(b)(7)(C)
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Date: Wednesday, Jun 14, 2017, 11:18 AM
To: (b)(6); (b)(7)(C)
Cc: Weinberg, Bill <(b)(6); (b)(7)(C)>
Subject: RE: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003

This means green light to distribute right?

(b)(6);
Contracting Officer | Detention, Compliance & Removals
DHS | ICE | Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Wednesday, June 14, 2017 11:13 AM
To: (b)(6); (b)(7)(C)
Cc: Weinberg, Bill; (b)(6); (b)(7)(C)
Subject: RE: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003

(b)(6);
(b)(7)(C)

This one is approved to obligate!

Thanks

Chief of Staff (A)

Office of Acquisition Management (OAQ)
U.S. Immigration and Customs Enforcement
Desk Phone: 202-732-(b)(6);
Cell Phone: 202-906-(b)(7)(C)
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Date: Wednesday, Jun 14, 2017, 9:19 AM
To: (b)(6); (b)(7)(C)
Cc: Weinberg, Bill <(b)(6); (b)(7)(C)>
Subject: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003

Good morning,

ERO needs to exercise and partially fund the next option period on the **ERO Transformation 2.0 order, HSCECR-17-F-00003**. The option period, CLIN 1003, will allow the team to build and implement capabilities in four separate AORs (El Paso, Houston, San Diego, and Dallas) and extend the period of performance to 8/14/17.

The current option period will expire on 6/20/17, so please let us know if we can offer any other information to get this approved as soon as possible. Thanks!

Requisition: 192117EROLESA0033
Order: HSCECR-17-F-00003, CLIN 1003
Amount Obligated: (b)(4)
Current period of performance: 1/3/17 – 6/20/17
Period of performance with all options: 1/3/17 – 10/9/17

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

From: (b)(6); (b)(7)(C)
Sent: 11 Aug 2017 16:56:21 -0400
To: Valerio, Tracey A; (b)(6); (b)(7)(C) Roncone, Stephen; #MASTAFF
Cc: Weinberg, Bill; (b)(6); (b)(7)(C),
(b)(6); (b)(7)(C)
Subject: RE: Request for Approval: McKinsey order HSCECR-17-F-00003

Roger that!

Chief of Staff (A)
Office of Acquisition Management (OAQ)
U.S. Immigration and Customs Enforcement
Desk Phone: 202-732 (b)(6);
Cell Phone: 202-906- (b)(7)(C)
Email: (b)(6); (b)(7)(C)

From: Valerio, Tracey A (b)(6); (b)(7)(C)
Date: Friday, Aug 11, 2017, 4:55 PM
To: (b)(6); (b)(7)(C)
Roncone, Stephen (b)(6); (b)(7)(C), #MASTAFF (b)(6); (b)(7)(C)
Cc: Weinberg, Bill (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)
Subject: RE: Request for Approval: McKinsey order HSCECR-17-F-00003

Please hold this one.

From: (b)(6); (b)(7)(C)
Sent: Friday, August 11, 2017 2:37 PM
To: Valerio, Tracey A; (b)(6); (b)(7)(C) Roncone, Stephen; #MASTAFF
Cc: Weinberg, Bill; (b)(6); (b)(7)(C)
(b)(6);
Subject: FW: Request for Approval: McKinsey order HSCECR-17-F-00003
Importance: High

Good Afternoon –

OAQ is requesting approval of this one-off REQ for optional work under the McKinsey order for transformation and total cost of ownership efforts.

Please advise if OAQ may obligate funds in the amount of (b)(4) Part of the project expires on Monday, August 14th without additional funding.

V/r

(b)(6); (b)(7)(C)

Chief of Staff (A)
Office of Acquisition Management (OAQ)
U.S. Immigration and Customs Enforcement
Desk Phone: 202-732-(b)(6);
Cell Phone: 202-906-(b)(7)(C)
Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, August 11, 2017 12:33 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: Request for Approval: McKinsey order HSCECR-17-F-00003

(b)(6); Requesting approval to obligate (b)(4) to exercise CLINs on the McKinsey order, HSCECR-17-F-00003. Unfortunately this is an urgent request; one of the CLINs expire on Monday.

- DCR
- Exercise CLINs 1004 and 2004
- FY 2017 Funded Amount (b)(4)
- Total Contract Amount: (b)(4)
- With these options exercised, the new POP will be: 1/3/17 – 10/27/17
- (b)(6); (b)(7)(C)
- (b)(6); (b)(7)(C)
- Can the POP be reduced in order to obligate less funds in FY17? (Yes or No). If no, provide an explanation in Column I. If yes, say what the new PoP will be in Column J. If yes, say what the total dollar amount of funds not being obligated will be.
 - No, these CLINs are already being incrementally funded to limit FY17 funds.

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

From: Weinberg, Bill
Sent: 31 Aug 2017 11:27:33 -0400
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Requested McKinsey Info

Thank you!

Bill Weinberg
Chief Acquisition Officer
US Immigration and Customs Enforcement

Sent with BlackBerry Work (www.blackberry.com)

From: (b)(6); (b)(7)(C)
Date: Thursday, Aug 31, 2017, 11:26 AM
To: Weinberg, Bill <(b)(6); (b)(7)(C)>
(b)(6); (b)(7)(C)

Subject: RE: Requested McKinsey Info

Bill,

The current funding for CLIN 1004 is funded to cover services up to **9/11/17** and the current funding for CLIN 2004 is funded to cover services up to **9/29/17**. We've been funding the CLINS based a Milestone Payment Schedule (attached) which lays out exactly how much funding is required and what we are specifically paying for.

From: Weinberg, Bill
Sent: Thursday, August 31, 2017 10:49 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Requested McKinsey Info

Last question – given your responses for CLINs 1004 and 2004, what period of time does the provided funding cover, assuming it is shorter than the planned end in October?

Bill Weinberg
Chief Acquisition Officer
US Immigration and Customs Enforcement

From: (b)(6); (b)(7)(C)
Sent: Thursday, August 31, 2017 10:36 AM
To: Weinberg, Bill; (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: RE: Requested McKinsey Info

No problem, here you go:

For HSCECR-16-F-00004, we're halfway through Option Period I with two more 1-year Option Periods remaining, so there is plenty of time left on this order. The exact info for this task order:

	<u>Period of Performance</u>	<u>Funds Received</u>	<u>Amount Remaining to be Funded</u>
Base	3/21/16 – 3/20/17	(b)(4)	
OP I	3/21/17 – 3/20/18		
OP II	3/21/18 – 3/20/19		
OP III	3/21/19 – 3/20/20		
Total			

For ERO 2.0 (HSCECR-17-F-00003):

The answer to your question for CLIN 1004 is no. CLIN 1004 expires on 10/9/17, and is the final CLIN for "Task 3" work. Fully funded, CLIN 1004 is set at (b)(4). As of right now, we've received (b)(4) (~50%).

The answer to your question for CLIN 2004 is no as well. CLIN 2004 expires on 10/27/17, however they have the option of exercising CLIN 2005 which would extend the TCO Procurement Strategy work out to 2/23/18. Fully funded, CLIN 2004 is set at (b)(4). As of right now, we've received (b)(4) (~40%).

From: Weinberg, Bill
Sent: Thursday, August 31, 2017 9:32 AM
To: (b)(6); (b)(7)(C)
Cc: (b)(6); (b)(7)(C)
Subject: RE: Requested McKinsey Info

Can I get the same information for the previous task order, please? If the ERO 2.0 base task is to continue, what options exist to be funded?

For CLIN 1004, if more funding were provided, would the POP extend beyond 10/9/17?
For CLIN 2004, if more funding were provided, would the POP extend beyond 10/27/17?

Thanks!!

Bill Weinberg
Chief Acquisition Officer
US Immigration and Customs Enforcement

From: (b)(6); (b)(7)(C)
Sent: Thursday, August 31, 2017 9:13 AM
To: Weinberg, Bill; (b)(6); (b)(7)(C)

Cc: (b)(6); (b)(7)(C)
Subject: Requested McKinsey Info

Good morning,

Please find the requested info attached for the McKinsey contract. Please let us know if you need anything else.

Thanks,

(b)(6); (b)(7)(C)

Detention, Compliance, & Removals Division | Section Chief

DHS | ICE | Office of Acquisition Management (OAQ)

Office Phone # (202) 732-(b)(6); Mobile Phone # (202) 365-(b)(6); (b)(7)(C)

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: 14 Jun 2017 09:19:34 -0400
To: (b)(6); (b)(7)(C)
Cc: Weinberg, Bill; (b)(6); (b)(7)(C)
Subject: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003
Attachments: 05.03_HSCECR-17-F-00003_P00007.pdf,
05.04_P00007_192117EROLESA0033.pdf

Good morning,
ERO needs to exercise and partially fund the next option period on the **ERO Transformation 2.0 order, HSCECR-17-F-00003**. The option period, CLIN 1003, will allow the team to build and implement capabilities in four separate AORs (El Paso, Houston, San Diego, and Dallas) and extend the period of performance to 8/14/17.

The current option period will expire on 6/20/17, so please let us know if we can offer any other information to get this approved as soon as possible. Thanks!

Requisition: 192117EROLESA0033
Order: HSCECR-17-F-00003, CLIN 1003
Amount Obligated: \$787,886.00
Current period of performance: 1/3/17 – 6/20/17
Period of performance with all options: 1/3/17 – 10/9/17

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2									
2. AMENDMENT/MODIFICATION NO. P00007		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0033		5. PROJECT NO. (If applicable)								
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR								
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)			9A. AMENDMENT OF SOLICITATION NO.							
							9B. DATED (SEE ITEM 11)							
				x			10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003							
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016										
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS														
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.														
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase: (b)(4)										
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">CHECK ONE</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td style="text-align: center;">x</td> <td>D. OTHER (Specify type of modification and authority) 52.217-9</td> </tr> </table>							CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:	x	D. OTHER (Specify type of modification and authority) 52.217-9
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.													
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).													
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:													
x	D. OTHER (Specify type of modification and authority) 52.217-9													
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.														
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)														
DUNS Number: 825229318														
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
The purpose of this modification is to provide incremental funding in the amount of (b)(4) to CLIN 1003 and to extend the expiration of this task order to 8/14/17.														
All other terms and conditions remain the same.														
Exempt Action: N Sensitive Award: NONE														
Discount Terms:														
Continued ...														
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.														
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)										
				(b)(6); (b)(7)(C)										
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)		16C. DATE SIGNED								
(Signature of person authorized to sign)				(Signature of Contracting Officer)										

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00007PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Net 30				
	Accounting Info: (b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017				
	Change Item 1003 to read as follows (amount shown is the obligated amount):				
1003	Transformation Task 3 Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites Fully Funded Obligation Amount: \$1,575,774.00 Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				787,886.00

REQUISITION — MATERIALS-SUPPLIES-EQUIPMENT

SEE INSTRUCTIONS ON REVERSE

1. NUMBER
192117EROLESA0033

2. DATE
08-JUN-2017

3. ACTIVITY SYMBOL
See Attachment A

4. TO: NAME AND ADDRESS -- PROCUREMENT SECTION (OR STOREROOM)
ICE/DETENTION COMPLIANCE & REMOVALS
IMMIGRATION AND CUSTOMS ENFORCEMENT
OFFICE OF ACQUISITION MANAGEMENT
801 I STREET, NW (b)(6);
WASHINGTON, DC 20536

5. FROM: NAME AND ADDRESS -- REQUISITIONER
ICE-ERO-FHQ-LESA
(b)(6); (b)(7)(C)
202-732 (b)(6)
500 12TH ST SW MAIL STOP 5206
WASHINGTON, DC 20536
US

STOCK NUMBER	DESCRIPTION OF ARTICLE (MAKE, MODEL, TYPE, SIZE, COLOR, MFR., ETC)	QUANTITY	UNIT	COST		ACTION CODE
				UNIT PRICE	AMOUNT	
6	7	8	9	10	11	12
1003	ADDING INCREMENTAL FUNDING TO TRANSFORMATION TASK 3- STEP 2A: SUPPORT WAVE IMPLEMENTATION AND BUILD CAPABILITIES IN 4 WAVE 1 SITES	1	EA	(b)(4)	787,886 00	

Justification:

ADDITIONAL FUNDING FOR GS-10F-0118S/HSCECR-17-F-00003. ERO 2.0 TALENT MANGEMENT STRATEGY.
POP: 1/03/2017 TO 10/09/2017. INCREMENTAL FUNDING FOR POP 6/20/17 – 8/14/17. TASK 3 2A. R799

Recommended Vendor: 562405213

MCKINSEY & COMPANY, INC. WASHI
1200 19TH ST NW
(b)(6);
WASHINGTON, DC 20036-2412
Phone: (b)(6);

13. SIGNATURE OF APPROVING OFFICIAL (b)(6); (b)(7)(C)	Date 13-JUN-2017	14. TITLE OF APPROVING OFFICIAL MGMT & PROG ANAL	15. TOTAL 787,886 00
24. SIGNATURE OF FUNDING OFFICIAL (b)(6);	Date 12-JUN-2017	25. TITLE OF FUNDING OFFICIAL MGMT & PROG ANAL	

16. KEY TO ACTION CODE

S	SUBSTITUTE ITEM	2	CANCELLED--NOT STOCKED
B	BACK ORDERED	3	CANCELLED--NOT ABLE TO IDENTIFY
D	PURCHASED FOR DIRECT SHIPMENT	0	OTHER -- AS INDICATED
1	CANCELLED--STOCK EXHAUSTED		

PROCUREMENT SECTION (OR STOREROOM)

17. DATE RECEIVED	19. PURCHASE ORDER
18. APPROVED	DATE NUMBER

I CERTIFY THAT THE ABOVE ARTICLES -- COLUMNS 3, 9 AND 12 - HAVE BEEN RECEIVED.

20. LOCATION	21. DATE	22. SIGNATURE	23. TITLE
--------------	----------	---------------	-----------

INSTRUCTIONS

Use

Use Form G-514 - continued on Form G-514.1 -- To requisition materials, supplies, and equipment through the Procurement section of the Regional (or Central) Office; or from a Service-operated Storeroom.

Copies - Distribution

Prepared by requisitioner in an original and two copies, sending original (white) and Copy 1 (pink) to: Procurement Section (or Storeroom), and retaining Copy 2 (green). Procurement Section (or Storeroom) shall, as a rule, pack Copy 1 with shipment, or return it to requisitioner with appropriate advice.

Entries

By requisitioner:

1. Number consecutively, beginning with number one each fiscal year, and prefix with alphabetic location symbol and last two digits of fiscal year (e.g., MIA-58-1, MIA-58-2, MIA-58-3, etc., MIA-59-1, MIA-59-2, MIA-59-3, etc.). Number continuation sheets with numerical suffix (e.g., MIA-58-1.1, MIA-58-1.2, MIA-58-1.3, etc).
2. Enter date of preparation.
3. Enter numerical symbol of activity which will benefit from use of articles.
4. Enter name and address of Procurement section (or Storeroom) (e.g., Procurement Section, Immigration and Naturalization Service, Richmond, VA).
5. Enter full name, title, and address so that shipping label may be prepared without reference to address directory. If consignee is other than requisitioner, enter shipping instructions under Entry 7.
6. Enter form numbers; stock number shown in "Stores Stock Catalog" and "Federal Supply Schedules."
7. Enter full description of article; attach sketches, plans, samples, etc. If consignee is other than requisitioner, enter shipping instructions.
8. Enter issue - unit quantity.
9. Enter unit of issue (e.g., each, doz., C, gross, ream, M; lb., cwt, ton; bag, ball, bbl., bot., box, can, pkg., roll, tube; pt., qt., gal., etc.)
13. Signature of approving official.
14. Enter title of approving official.
24. Signature of funding official.
25. Enter title of funding official.

By Procurement Section (or Storeroom):

10. Enter unit price.
11. Enter product of Entries 8 and 10.
12. Enter symbol of action taken. See Entry 16.
15. Enter total of amounts under Entry 11.
17. Enter date requisition received.
18. Signature of approving officer.
19. Enter, if issued, date and number of purchase order.

By consignee:

20. Enter address - city and state.
21. Enter date shipment received.
22. Signature of employee authorized to accept delivery.
23. Enter title of receiving employee.

Form G-514

REQUISITION - MATERIALS-SUPPLIES-EQUIPMENT

Activity Symbols
ATTACHMENT A

REQUISITION NUMBER: 192117EROLESA0033

PROJECT	TASK	FUND PROGRAM	ORGANIZATION	OBJECT	UDF	AMOUNT
NONE000	TFM	E1	(b)(7)(E)	GE-25-76-00	000000	\$787,886.00

APPROPRIATION SYMBOL CROSSWALK:

FUND	FY	TAS	TITLE	AMOUNT
E1	2017	7070540		787,886.00

From: (b)(6); (b)(7)(C)
Sent: 11 Aug 2017 12:33:06 -0400
To: (b)(6); (b)(7)(C)
Cc:
Subject: Request for Approval: McKinsey order HSCECR-17-F-00003
Attachments: 192117EROLESA0054.pdf

(b)(6); Requesting approval to obligate (b)(4) to exercise CLINs on the McKinsey order, HSCECR-17-F-00003. Unfortunately this is an urgent request; one of the CLINs expire on Monday.

- DCR
- Exercise CLINs 1004 and 2004
- FY 2017 Funded Amount: (b)(4)
- Total Contract Amount: \$23,051,024.74
- With these options exercised, the new POP will be: 1/3/17 – 10/27/17
- (b)(6); (b)(7)(C)
-
- Can the POP be reduced in order to obligate less funds in FY17? (Yes or No). If no, provide an explanation in Column I. If yes, say what the new PoP will be in Column J. If yes, say what the total dollar amount of funds not being obligated will be.
 - No, these CLINs are already being incrementally funded to limit FY17 funds.

(b)(6); (b)(7)(C)
Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

REQUISITION — MATERIALS-SUPPLIES-EQUIPMENT

SEE INSTRUCTIONS ON REVERSE

1. NUMBER
192117EROLESA0054

2. DATE
09-AUG-2017

3. ACTIVITY SYMBOL
See Attachment A

4. TO: NAME AND ADDRESS -- PROCUREMENT SECTION (OR STOREROOM)
ICE/DETENTION COMPLIANCE & REMOVALS
IMMIGRATION AND CUSTOMS ENFORCEMENT
OFFICE OF ACQUISITION MANAGEMENT
801 I STREET, NW (b)(6)
WASHINGTON, DC 20536

5. FROM: NAME AND ADDRESS -- REQUISITIONER
ICE-ERO-FHQ-LESA
(b)(6); (b)(7)(C)
202-734(b)(6)
500 12TH ST SW MAIL STOP 5206
WASHINGTON, DC 20536
US

STOCK NUMBER	DESCRIPTION OF ARTICLE (MAKE, MODEL, TYPE, SIZE, COLOR, MFG., ETC)	QUANTITY	UNIT	COST		ACTION CODE
				UNIT PRICE	AMOUNT	
6	7	8	9	10	11	12
1004	INCREMENTAL FUNDING TO TRANSFORMATION TASK 3- STEP 2B: PROGRESS UPDATE.SUPPORT WAVE IMPLEMENTATION AND BUILD CAPABILITIES IN ADDITIONAL 1 WAVE 1 SITE (SAN ANTONIO)	1	EA	(b)(4)	656,724 00	
2004	INCREMENTAL FUNDING TO TOTAL COST OF OWNERSHIP STEP 5B PROGRESS UPDATE: COMPLETE SECOND WAVE OF VALUE CAPTURE AND IMPLEMENT NEW PROCUREMENT OPERATING MODEL	1	EA		704,435 74	

Justification:

INCREMENTAL FUNDING FOR GS-10F-0118S/HSCECR-17-F-00003. POP: 1/03/2017 TO 10/09/2017.
INCREMENTAL FUNDING FOR POP 9/21/17-10/9/17. ERO 2.0 TALENT MANGEMENT STRATEGY TASK 3 2B
AND TOTAL COST OF OWNERSHIP TASK 5B. R799

Recommended Vendor:

562405213
MCKINSEY & COMPANY, INC. WASHI
1200 19TH ST NW
SUITE 1100
WASHINGTON, DC 20036-2412
Phone: (b)(6);

13. SIGNATURE OF APPROVING OFFICIAL (b)(6); (b)(7)(C)	Date 10-AUG-2017	14. TITLE OF APPROVING OFFICIAL MGMT & PROG ANAL	15. TOTAL 1,361,159 74
24. SIGNATURE OF FUNDING OFFICIAL (b)(6); (b)(7)(C)	Date 10-AUG-2017	25. TITLE OF FUNDING OFFICIAL MGMT & PROG ANAL	

16. KEY TO ACTION CODE

S	SUBSTITUTE ITEM	2	CANCELLED--NOT STOCKED
B	BACK ORDERED	3	CANCELLED--NOT ABLE TO IDENTIFY
D	PURCHASED FOR DIRECT SHIPMENT	0	OTHER -- AS INDICATED
1	CANCELLED--STOCK EXHAUSTED		

PROCUREMENT SECTION (OR STOREROOM)

17. DATE RECEIVED	19. PURCHASE ORDER
18. APPROVED	DATE NUMBER

I CERTIFY THAT THE ABOVE ARTICLES -- COLUMNS 3, 9 AND 12 - HAVE BEEN RECEIVED.

20. LOCATION 21. DATE 22. SIGNATURE 23. TITLE

INSTRUCTIONS

Use

Use Form G-514 - continued on Form G-514.1 -- To requisition materials, supplies, and equipment through the Procurement section of the Regional (or Central) Office; or from a Service-operated Storeroom.

Copies - Distribution

Prepared by requisitioner in an original and two copies, sending original (white) and Copy 1 (pink) to: Procurement Section (or Storeroom), and retaining Copy 2 (green). Procurement Section (or Storeroom) shall, as a rule, pack Copy 1 with shipment, or return it to requisitioner with appropriate advice.

Entries

By requisitioner:

1. Number consecutively, beginning with number one each fiscal year, and prefix with alphabetic location symbol and last two digits of fiscal year (e.g., MIA-58-1, MIA-58-2, MIA-58-3, etc., MIA-59-1, MIA-59-2, MIA-59-3, etc.). Number continuation sheets with numerical suffix (e.g., MIA-58-1.1, MIA-58-1.2, MIA-58-1.3, etc).
2. Enter date of preparation.
3. Enter numerical symbol of activity which will benefit from use of articles.
4. Enter name and address of Procurement section (or Storeroom) (e.g., Procurement Section, Immigration and Naturalization Service, Richmond, VA).
5. Enter full name, title, and address so that shipping label may be prepared without reference to address directory. If consignee is other than requisitioner, enter shipping instructions under Entry 7.
6. Enter form numbers; stock number shown in "Stores Stock Catalog" and "Federal Supply Schedules."
7. Enter full description of article; attach sketches, plans, samples, etc. If consignee is other than requisitioner, enter shipping instructions.
8. Enter issue - unit quantity.
9. Enter unit of issue (e.g., each, doz., C, gross, ream, M; lb., cwt, ton; bag, ball, bbl., bot., box, can, pkg., roll, tube; pt., qt., gal., etc.)
13. Signature of approving official.
14. Enter title of approving official.
24. Signature of funding official.
25. Enter title of funding official.

By Procurement Section (or Storeroom):

10. Enter unit price.
11. Enter product of Entries 8 and 10.
12. Enter symbol of action taken. See Entry 16.
15. Enter total of amounts under Entry 11.
17. Enter date requisition received.
18. Signature of approving officer.
19. Enter, if issued, date and number of purchase order.

By consignee:

20. Enter address - city and state.
21. Enter date shipment received.
22. Signature of employee authorized to accept delivery.
23. Enter title of receiving employee.

Form G-514

REQUISITION - MATERIALS-SUPPLIES-EQUIPMENT

Activity Symbols
ATTACHMENT A

REQUISITION NUMBER: 192117EROLESA0054

PROJECT	TASK	FUND PROGRAM	ORGANIZATION	OBJECT	UDF	AMOUNT
NONE000	TFM	E1	(b)(7)(E)	GE-25-76-00	000000	\$656,724.00
NONE000	TFM	E1		GE-25-76-00	000000	\$704,435.74

APPROPRIATION SYMBOL CROSSWALK:

FUND	FY	TAS	TITLE	AMOUNT
E1	2017	7070540		1,361,159.74

From: (b)(6); (b)(7)(C)
Sent: 9 Jun 2017 16:11:38 -0400
To: Homan, Thomas
Cc: (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C) Weinberg, Bill; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)
(b)(6); (b)(7)(C); Achim, Deborah; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)
(b)(6); (b)(7)(C) Albence,
Matthew; (b)(6); (b)(7)(C); Miller, Philip
T; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C) Johnson, Tae D; (b)(6);
(b)(6); (b)(7)(C)
Subject: TCO procurement-- June 9 Negotiations update

ICE leadership, TCO team members, and facility teams--

Teams have now had at least one round of negotiations with the vendors at each target facility. As was expected, each has brought different players, postures and degrees of transparency to the table. All teams have made progress, but none are yet to a final agreement. Thank you to the teams for their on-going time and commitment. Updates from the week are below:

Krome (Miami AOR, AGS guard contract for SPC staffing)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Last face-to-face negotiation was last week (Thursday, June 1)
- + AGS will return detailed P&L information and staffing coverage information to ICE by COB Friday, June 9

Farmville (Washington AOR, ICA contract for DIGSA)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Team goal of \$(b)(4) **annual cost avoidance (~24%)**
- + Second round negotiation on **Tuesday, June 6** addressed ICE inquiries on rent, equipment and staffing; vendor continues to provide facts for their position and continue dialog with ICE, though true constraints of the vendor (e.g., high capital cost as a local provider) may complicate these conversations

Houston CDF (Houston AOR, CoreCivic/CCA contract for CDF)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), Trina Fisher (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Team on track to realize >\$(b)(4) **annual cost avoidance** following first negotiation with CoreCivic on **Wednesday, June 7**
- + CoreCivic provided detailed cost breakdowns which ICE analyzed and discusses point by point
- + ICE has tasked CoreCivic to return with further cost reduction ideas and respond to detailed inquiries next week

STDC (San Antonio AOR, GEO Group contract for CDF)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office)

Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OQA), (b)(6); (b)(7)(C) (OPLA)

- + Team is seeking \$(b)(4) >30%) annual cost avoidance at the South Texas Detention Center
- + GEO did not provide detailed cost data, yet did come to **Thursday, June 8 negotiation** with \$4M in staffing cost reduction ideas
- + ICE has tasked GEO to return with further cost reduction ideas and respond to detailed inquiries next week

(b)(6); (b)(7)(C)

McKinsey & Company | New York

Office: (b)(6); (b)(7)(C)

Mobile: (b)(6); (b)(7)(C)

Assistant: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) --06/02/2017 04:55:12 PM---ICE leadership, TCO team members, and facility teams-- The past two weeks have been very important a

From: (b)(6); (b)(7)(C) NYO/NorthAmerica/MCKINSEY

To: (b)(6); (b)(7)(C) "Robbins, Timothy S" (b)(6); (b)(7)(C) Tracey

A (b)(6); (b)(7)(C), Matthew (b)(6); (b)(7)(C), Philip T (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C), Tae D (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C), Bill Weinberg, Bill (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

"Achim, Deborah"

(b)(6); (b)(7)(C)

Date: 06/02/2017 04:55 PM

Subject: TCO procurement-- Negotiations update

ICE leadership, TCO team members, and facility teams--

The past two weeks have been very important as ICE teams initiated renegotiations on four facilities. Overall, the teams have done an amazing job and so far are on track toward cost avoidance targets (\$30-50M across all four).

Thank you to all the teams and their leadership who have dedicated substantial time and resources toward preparation and execution of these conversations.

Updates on each team:

Krome (Miami AOR, AGS guard contract for SPC staffing)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OQA), (b)(6); (b)(7)(C) (OQA), (b)(6); (b)(7)(C) (OPLA)

- + AGS is collaborating to realize \$(b)(4) **annual cost avoidance (~24%)** through 2 rounds of conversations (May 18, June 1)
- + Major areas for improvement include staffing posts, wage charges, contractor margin, and overlapping CLIN coverage
- + AGS will return detailed P&L information and staffing coverage information to ICE by COB Friday, June 9

Farmville (Washington AOR, ICA contract for DIGSA)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Team on track to realize \$(b)(4) **annual cost avoidance (~24%)** after one conversation (May 18) through improvements in staffing posts, rent and depreciation, and contractor margin
- + ICE team has taken a very structured approach to breaking down ICAs costs and pushed ICA to provide savings initiatives and ICA has responded well
- + Second round negotiation will take place **Tuesday, June 6**

Houston CDF (Houston AOR, CoreCivic/CCA contract for CDF)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Facility on-site review completed Tuesday, May 30
- + Negotiation targets pending analysis -- detailed cost information from CoreCivic expected COB on Friday, June 2
- + First conversation with CoreCivic on **Wednesday, June 7**

STDC (San Antonio AOR, GEO Group contract for CDF)

Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA)

- + Facility on-site review completed Wednesday, May 31
- + Negotiation targets pending analysis -- detailed cost information from GEO expected COB on Friday, June 2
- + First conversation with GEO on **Thursday, June 8**

Best,

(b)(6)

(b)(6); (b)(7)(C)
McKinsey & Company | New York

Office: (b)(6); (b)(7)(C)

Mobile: (b)(6); (b)(7)(C)

Assistant: (b)(6); (b)(7)(C)

=====+
=====+
This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.
=====+
=====+

From: (b)(6); (b)(7)(C)
Sent: 24 Sep 2018 18:55:10 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: DSCS (Version 09JUL2018)
Attachments: IGSA DSCS (Version 09JUL2018).xlsx, ICEdedicated DSCS (09JUL2018).xlsx

(b)(6);
(b)(7)(C)

Good afternoon,

Glad to have to back :-)

I would like to ask (at your convenience) to redistribute the two attached McKinsey DSCS to the field.

To this day, we are still receiving multiple versions of the cost statements from the vendors.

The two attached forms (dated 09JUL2018) are the latest versions that include additional rows as well as corrected links.

Thank you.

Standing by for any questions.

V/R

(b)(6)

(b)(6); (b)(7)(C)

Operations Research Analyst
Immigration and Customs Enforcement
Enforcement and Removal Operations

E-mail: (b)(6); (b)(7)(C)

Office: 202-732-(b)(6);

Cell: 202-308-(b)(6);

Cover Page Instructions		
Complete the light brown cells with the facility's identifying information and population data		
A. Identifying Information		
Facility name		
Total facility size (square feet)		
B. Capacity		
Total capacity		
FY2018 ADP		
ICE-dedicated beds		
C. Time Frame		
Percentage of the facility that is ICE-dedicated		0%
D. Financial Information		
		% of contract
Staffing Wages	\$ -	0%
Staffing Benefits	\$ -	0%
Facility	\$ -	0%
Other Direct Costs	\$ -	0%
Total Operating Costs	\$ -	0%
Depreciation & Interest	\$ -	0%
Contracted Services	\$ -	0%
G&A	\$ -	0%
Total Non-Operating Costs	\$ -	0%
TOTAL CONTRACT VALUE FOR THE FACILITY	\$ -	0%
TOTAL VALUE FOR ICE-DEDICATED BEDS	\$ -	
Bed-day rate at total capacity	\$ -	
Bed-day rate for ICE-dedicated beds	\$ -	
Transportation Costs (if applicable)	\$ -	

[illegible]

					-	\$ -		0%
					-	\$ -		0%
					-	\$ -		0%
					Total Salary Cost	\$ -	\$ -	
					FICA Costs - 7.65%	\$ -	\$ -	
					Total Staffing Wages	\$ -	\$ -	

Total Staffing Benefits \$ -

Staffing Benefit Instructions

Enter the information by category into the light brown cells below for both employees who are exempt from the Service Contract Act and those who are covered by it. Once you have entered the staffing category, number of positions, and hourly wage rate, all cells in white will calculate automatically. Column I on prior year salary costs should also be completed. Cells in Column J will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

Instructions for "Exempt"/Non-Service Contract Act Employee Benefits

Enter the information into the light brown cells below to provide information on benefits for employees who are "exempt" or not covered under the Service Contract Act, as well as the total costs from last year.

Description	Full Time Positions	Part Time Positions	Total Employees Participating	Total Salary Base	Employer Contribution	Annual Cost	Prior Year 1 Costs	% Difference
1. Retirement Program(s)								
a. Defined Benefit Plan						\$ -		0%
b. Defined Contribution Plan						\$ -	\$ -	0%
c. other						\$ -	\$ -	0%
2. Insurance program(s)								
a. Self Insured						\$ -	\$ -	0%
b. other						\$ -	\$ -	0%
c. other						\$ -	\$ -	0%
3. Other Employee Contribution Plan(s)								
a. Worker's Comp						\$ -	\$ -	0%
b. FUTA						\$ -	\$ -	0%
c. Unemployment						\$ -	\$ -	0%
d. Unemployment						\$ -	\$ -	0%
Total Benefits Cost for Non- Service Contract Act Employees						\$ -	\$ -	

Instructions for Service Contract Act Employee Benefits

Enter the information into the light brown cells below to provide information on benefits for employees who are covered under the Service Contract Act, as well as the total costs from last year.

Description	Wage Determination/Collective Bargaining Agreement Reference	Number of Employees Participating	Total Hours Subject to Fringe	Wage Determination/Collective Bargaining Agreement Hourly Rate	Annual Cost	Prior Year 1 Costs	% Difference
a. Health and Welfare					\$ -		0%
b. Pension					\$ -	\$ -	0%
c. other					\$ -	\$ -	0%
d. other					\$ -	\$ -	0%
e. other					\$ -	\$ -	0%
f. other					\$ -	\$ -	0%
g. other					\$ -	\$ -	0%
h. other					\$ -	\$ -	0%
Total Benefits Cost - Service Contract Act Employees:					\$ -	\$ -	

Total Facility Costs	\$ -
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Facility Instructions

Complete the light brown cells below, as well as the required itemizations (marked by the asterisks). Please also enter the prior year values. The percentage change will automatically calculate in Column E, and will color red if there is an increase greater than 10%. The Government may require further documentation to justify these increases. If any buildings or equipment is depreciated rather than leased, please enter the information required by the Depreciation & Interest tab (#5).

	Current year	Prior year	% change
Building lease or rent			0%
Equipment lease*	\$ -	\$ -	0%
Utilities			0%
Operations and maintenance*	\$ -	\$ -	0%

*For items with an asterisk, please provide itemize charges in the space provided below

Major equipment leased

Major Equipment Instructions

Enter the lease costs for major equipment, as well as a brief description.

Equipment description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
Total	\$ -	\$ -	0%

Operations and maintenance costs

Operations and Maintenance Instructions

Enter the costs to maintain the facility (e.g., supplies), as well as the costs from last year.

O&M description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
			0%
Total	\$ -	\$ -	0%

Total depreciation and interest \$ -

Depreciation & Interest Instructions

Enter the information in the light brown cells, and descriptions where appropriate. If a building has been repaired or renovated, include the cost of the renovation under the "Repairs/Upgrades or Equipment Depreciation" section, and depreciate that value separately, rather than re-setting the value of the building. If the Government is charged a facility fee through a lease or rent charges, do not fill out the Building portion, and include those charges separately in the Facility tab (#4). If there is an increase of more than 3% from a prior year, Column E will turn red, and the Government may require further documentation.

	Current year	Prior year	% change
Building depreciation	\$0.00		0%
Equipment depreciation	\$0.00		0%
Interest/Cost of money	\$0.00		0%

Building depreciation

Building Depreciation Instructions

Enter the required information in the light brown cells, and the depreciation charge will be automatically calculated using the straight-line method

Building name	Year built	Original value	Salvage value	Life of the building (years)	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
Total building depreciation					\$0.00

Repairs/Upgrades or Equipment depreciation

Repairs or Equipment Depreciation Instructions

Enter the required information in the light brown cells, and the depreciation charge for equipment and repairs will be automatically calculated.

Equipment description	Year purchased	Original value	Salvage value	Life of the equipment or repairs (years)	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
Total equipment depreciation					\$0.00

Interest

Interest Instructions

Enter the outstanding loans for depreciable buildings, equipment, or repairs listed above.

Asset description	Original Value	Annual depreciation expense	Years depreciated	Current book value	Interest rate	Annual interest paid
				\$ -		\$0.00
				\$ -		\$0.00
				\$ -		\$0.00
				\$ -		\$0.00
				\$ -		\$0.00
				\$ -		\$0.00
Total cost of money						\$0.00

Total Other Direct Costs	\$	-
---------------------------------	-----------	----------

Other Direct Charges Instructions

Enter the information by category into the light brown cells below, itemizing where prompted. If medical care at the facility is provided by a subcontractor, do not enter costs for medical supplies and equipment (which should be included in the medical subcontract). Credits are defined as overpayments the Government has made in the past year, which should be subtracted from the overall contract cost in the current period. Cells in Column E will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

	Current year	Prior year	% change
Administration/Management fee			0%
Food and kitchen supplies			0%
Detainee welfare*	\$ -	\$ -	0%
IT			0%
Telecom			0%
Medical supplies and equipment			0%
Recreation			0%
Education			0%
Credits			0%
Detention Officers' uniform allowance			0%

*For items with an asterisk, please provide itemized charges in the space provided below

Detainee welfare and supplies

Welfare and supplies Instructions			
For detainee supplies and welfare, itemize by category (toiletries, linens, etc.) for the current and prior period.			
Description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
			0%
Total	\$ -	\$ -	0%

Total contracted services	\$	-	
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Contracted Services Instructions

Complete the light brown cells below to show the costs of the relevant subcontracts and third party fees for the current and prior year, along with the name of the company or government to whom those fees are paid. Cells in Column F will turn red if the cost of the subcontract has increased more than 10% in the last year, and the Government may require further documentation to justify these increases

Subcontract	Current year	Prior year	Vendor name	% change
Medical (including dental and mental health)				0%
Education				0%
Food Services				0%
Security				0%
IGA fee				0%

Total G&A \$ -

Other Direct Charges Instructions

For the general and administrative costs of the facility, complete the light brown cells below, including a brief description of the spend in each category and itemizations where prompted. If charges have increased more than 10% since the prior year, cells in Column E will turn red, and the Government may require further documentation to justify these increases.

	Current year	Prior year	% change	Brief description of charges
Accounting		\$ -	0%	
Audit/Risk		\$ -	0%	
Finance		\$ -	0%	
Human Resources		\$ -	0%	
Insurance		\$ -	0%	
Legal		\$ -	0%	
Office Supplies and miscellaneous		\$ -	0%	
Taxes*	\$ -	\$ -	0%	
Travel and Staff Training		\$ -	0%	

*For items with an asterisk, please provide itemize charges in the space provided below

Tax Itemization

Tax Itemization Instructions

Enter the itemized amounts that the vendor paid in the last year for taxes that are

Description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
			0%
Total	\$ -	\$ -	

				\$ -		0%
				\$ -		0%
				\$ -		0%
TOTAL				\$ -	\$ -	

Itemized Vehicle Charges

Itemized Vehicle Charge Instructions

Complete the table below to show the type, number, and cost of lease fees that the contractor pays for vehicles to provide transportation services to ICE.

Vehicle (LEASE)	Brief description	Cost per vehicle	Number of vehicles	Annual cost	Prior Year 1 Costs	% Difference
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
				\$ -		0%
TOTAL				\$ -	\$ -	

Itemized Vehicle and Equipment Charges

Itemized Vehicle and Equipment Charge Instructions

Complete the table below to show the depreciated value of purchased vehicles and equipment (if applicable). Show total acquisition amounts and purchase dates.

Vehicle and Equipment (DEPRECIATION)	Date into Service	Acquisition Value	Residual Value	Depreciable Basis	Life Years	Annual Depreciation Proposed	Prior Year 1 Depreciation Expense	% Difference
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
				\$ -		\$ -		0%
TOTAL						\$ -	\$ -	

Cover Page Instructions

Complete the light brown cells with the facility's identifying information and population data below. All white cells calculate automatically from other sheets

A. Identifying Information

Facility name

Contractor's Name (Operator)

Total facility size (square feet)

B. Capacity

Total capacity

FY2018 ADP

Current population

C. Time Frame (Fiscal Year)**D. Financial Information**

		% of contract
Staffing	\$ -	0%
Facility	\$ -	0%
Other Direct Costs	\$ -	0%
Total Operating Costs	\$ -	0%
Depreciation & Interest	\$ -	0%
Contracted Services	\$ -	0%
G&A	\$ -	0%
Total Non-Operating Costs	\$ -	0%
Profit	\$ -	0%
TOTAL CONTRACT VALUE	\$ -	0%
Bed-day rate at total capacity	\$ -	
Bed-day rate at 2017 ADP	\$ -	
Bed-day rate at current population	\$ -	
Total profit margin		0%
Transportation Costs (if applicable)	\$ -	

Financial Statement - Balance Sheet														
As of 31/12/2019														
Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Financial Statement - Income Statement														
For the period ending 31/12/2019														
Revenue	Cost of Sales	Gross Profit	Operating Expenses	Operating Profit	Finance Income	Finance Costs	Profit Before Tax	Income Tax	Profit After Tax	Dividends	Retained Earnings	Revenue	Cost of Sales	Gross Profit
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Financial Statement - Cash Flow Statement														
For the period ending 31/12/2019														
Operating Activities	Investing Activities	Financing Activities	Operating Activities	Investing Activities	Financing Activities	Operating Activities	Investing Activities	Financing Activities	Operating Activities	Investing Activities	Financing Activities	Operating Activities	Investing Activities	Financing Activities
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Financial Statement - Statement of Financial Position														
As of 31/12/2019														
Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Financial Statement - Statement of Financial Position														
As of 31/12/2019														
Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity	Assets	Liabilities	Equity
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Total staffing cost	\$	-
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Staffing plan summary

FTEs	-
Detention Officers	-
Other	-
Wages	\$ -
Benefits	\$ -
Taxes	\$ -

Detention Officers

	Professional	Event	Fixed	Total
FTE Count	-	-	-	-
Annual cost	\$ -	\$ -	\$ -	\$ -
Wages	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -

Non-Detention Officers

	Professional	Event	Fixed	Total
FTE Count	-	-	-	-
Annual cost	\$ -	\$ -	\$ -	\$ -
Wages	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -

Total Facility Costs	\$ -
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Facility Instructions

Complete the light brown cells below, as well as the required itemizations (marked by the asterisks). Please also enter the prior year values. The percentage change will automatically calculate in Column E, and will color red if there is an increase greater than 10%. The Government may require further documentation to justify these increases. If any buildings or equipment is depreciated rather than leased, please enter the information required by the Depreciation & Interest tab (#6).

	Current year \$	Prior year	% change
Building lease or rent			0%
Equipment lease*	\$ -	\$ -	0%
Utilities			0%
Operations and maintenance*	\$ -	\$ -	0%

*For items with an asterisk, please provide itemize charges in the space provided below

Major equipment leased

Major Equipment Instructions

Enter the lease costs for major equipment, as well as a brief description.

Description	Cost	Prior year cost
Total	\$ -	\$ -

Operations and maintenance costs

Operations and Maintenance Instructions

Enter the costs to maintain the facility (e.g., supplies), as well as the costs from last year

Description	Cost	Prior year cost
Total	\$ -	\$ -

Total depreciation and interest \$ -			
Depreciation & Interest Instructions			
Enter the information in the light brown cells, and descriptions where appropriate. If a building has been repaired or renovated,			
		Prior year	% change
Building depreciation	\$0.00		0%
Equipment depreciation	\$0.00		0%
Interest/Cost of money	\$0.00		0%
Building depreciation			
Building Depreciation Instructions			
Enter the required information in the light brown cells, and the depreciation charge will be automatically calculated using the straight-line method			

Building name	Year built	Original value	Salvage value	Life of the building (years)	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
Total building depreciation					\$0.00

Repairs/Upgrades or Equipment depreciation

Repairs or Equipment Depreciation Instructions					
Enter the required information in the light brown cells, and the depreciation charge for equipment and repairs will be automatically calculated.					
Equipment/Repairs description	Year purchased	Original value	Salvage value	Life of the equipment or repairs (years)	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
Total equipment depreciation					\$0.00

Cost of money

Cost of Money Instructions					
Enter the outstanding loans for depreciable buildings, equipment, or repairs listed above. Per FAR section 31.205-10, the vendor is eligible for reimbursement of the cost of money on the current book value (defined as the remaining book value after depreciation expenses from all prior years are subtracted) at the rate released quarterly by the Treasury Department. While this amount is intended to cover interest or "cost of money" on capital expenditures, profit may not be applied to this amount. Therefore, this line item is excluded in the profit calculations in tab "10.Profit"					

Asset description	Original Value	Annual depreciation expen	Years depreciated	Current book value	Cost of money	Annual interest payments
				\$ -	2.375%	\$0.00
				\$ -	2.375%	\$0.00
				\$ -	2.375%	\$0.00
				\$ -	2.375%	\$0.00
				\$ -	2.375%	\$0.00
				\$ -	2.375%	\$0.00
Total cost of money						\$0.00

Total Other Direct Costs	\$	-
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Other Direct Charges Instructions

Enter the information by category into the light brown cells below, itemizing where prompted. If medical care at the facility is provided by a subcontractor, do not enter costs for medical supplies and equipment (which should be included in the medical subcontract). Credits are defined as overpayments the Government has made in the past year, which should be subtracted from the overall contract cost in the current period. Cells in Column E will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

	Current year \$	Prior year	% change
Food and kitchen supplies			0%
Detainee welfare*	\$ -	\$ -	0%
IT			0%
Telecom			0%
Medical supplies and equipment			0%
Recreation			0%
Education			0%
Credits			0%
Officer uniforms (if not in CBA)			0%

*For items with an asterisk, please provide itemized charges in the space provided below

Detainee welfare and supplies

Welfare and supplies Instructions

For detainee supplies and welfare, itemize by category (toiletries, linens, etc.) for the current and prior period.

Description	Cost	Prior year cost
Total	\$ -	\$ -

Total contracted services	\$	-		
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Contracted Services Instructions

Complete the light brown cells below to show the costs of the relevant subcontracts and third party fees for the current and prior year, along with the name of the company or government to whom those fees are paid. If there is a Transportation subcontract, enter that information on the Transportation tab (#11). Cells in Column F will turn red if the cost of the subcontract has increased more than 10% in the last year, and the Government may require further documentation to justify these increases

Subcontract	Current year \$	Prior year	Vendor name	% change
Medical (including dental and mental health)				0%
Education		\$ -		0%
Food Services				0%
Security				0%
IGA fee				0%

Total G&A \$ -

Other Direct Charges Instructions

For the general and administrative costs of the facility, complete the light brown cells below, including a brief description of the spend in each category and itemizations where prompted. If charges have increased more than 10% since the prior year, cells in Column E will turn red, and the Government may require further documentation to justify these increases.

	Current year	Prior year	% change	Brief description of charges
Accounting		\$ -	0%	
Audit/Risk		\$ -	0%	
Finance		\$ -	0%	
Human Resources		\$ -	0%	
Insurance		\$ -	0%	
Legal		\$ -	0%	
Office Supplies and miscellaneous		\$ -	0%	
Taxes*	\$ -	\$ -	0%	
Travel and Staff Training		\$ -	0%	

*For items with an asterisk, please provide itemize charges in the space provided below

Tax Itemization

Tax Itemization Instructions

Enter the itemized amounts that the vendor paid in the last year for taxes that are allowable under FAR section XXX

Description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
			0%
Total	\$ -	\$ -	

Total Profit proposed	\$	-		
Profit Instructions				
Complete the light brown cells to give the profit percentage chosen out of the acceptable range, as well as a short justification for that rate of profit.				
	Total cost base	Profit margin	Profit \$	Justification of profit rate
Profit on operating costs	\$ -		\$ -	
Profit on non-operating costs	\$ -		\$ -	
Operating Costs	\$ -			
Detention Labor	\$ -			
Facility	\$ -			
Other Direct Costs	\$ -			
Non-Operating Costs	\$ -			
G&A	\$ -			
Contracted Services	\$ -			
Depreciation	\$0.00			

From: (b)(6); (b)(7)(C)
Sent: 13 Oct 2017 16:45:06 -0400
To: (b)(6); (b)(7)(C); Weinberg, Bill; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)
Subject: Procurement Strategy Workshop recap
Attachments: Updated needs validation and requirements setting process maps.pptx

All,

Thank you so much for your participation in Wednesday's detention procurement process workshop. It was fantastic to see all of you come together to define and refine the needs validation and requirements setting processes. You all had some wonderful ideas, including:

- The SOW template must be standardized and streamlined, allowing for efficient completion by the Field
- IGSA's, while historically a direct award, should be more regularly competed amongst a number of viable government facilities
- The assignment of direct ownership and creation of transparency in the process will reduce stress and expedite execution
- Establishing a needs definition early on in the process makes reviews, approvals, and documentation more valuable, efficient, and reliable
- Forms and templates should not be translated to other forms and templates throughout the process, but rather, stand on their own and be built upon with further documentation
- Unsolicited proposals should be consistently addressed through formal processes
- There should not be "emergency" procurement of new facilities that skirt established due process procedures

Attached you will find a document with updated process maps. Coming up in the afternoon of next Wednesday, 10/18, we will address the negotiation process and how to make all of these process changes a reliable and sustainable reality. I look forward to seeing you all for our third and final session!

If you have any questions, comments, suggestions, ideas, or concerns, please feel free to contact me directly or pose your thoughts to the broader group.

Kind regards,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA (b)(6); (b)(7)(C)

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Future state: Needs identification and validation



New tool or template needed

(b)(4); (b)(5)



Future state: Requirement setting for FAR-based procurements

(b)(4); (b)(5)

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Future state: Requirement setting for IGSA procurements

(b)(4); (b)(5)

From: (b)(6); (b)(7)(C)
Sent: 6 Oct 2017 16:29:16 -0400
(b)(6); (b)(7)(C)
Subject: RE: Recap from procurement process workshop

Hey (b)(6);

Thanks for the clarification on (b)(6); email. Not sure how we got it wrong in the first place, but consider it updated.

Have a great weekend,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach
San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, October 6, 2017 7:04 AM
(b)(6); (b)(7)(C)
Subject: RE: Recap from procurement process workshop

(b)(6);

Thanks for putting all of this information together. I think you have accurately captured our discussion from Wednesday.

Note: Please update the email address for (b)(6); For some reason she is not receiving the emails from you all. Her email address should be (b)(6); (b)(7)(C).

Have a Great weekend!!!

Thanks,

(b)(6); (b)(7)(C) **CPPB, CFCM**
Detention, Compliance and Removals (DCR) | Section Chief
DHS | ICE | Office of Acquisition Management (OAQ)
Phone: 202-732-(b)(6) Mobile: 202-345-(b)(6);
Email: (b)(6); (b)(7)(C)

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From: (b)(6); (b)(7)(C)
Sent: Friday, October 06, 2017 12:38 AM

To: Weinberg, Bill; Johnson, Tae D; (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

Subject: Recap from procurement process workshop

All,

Thank you so much for your participation in Wednesday's detention procurement process workshop. Following Bill's introduction to the vision and guiding principles, we had an excellent discussion to re-envision the competitive range determination process. With collaboration between OAQ, ERO, and the field, you all came up with some great ideas, including:

(b)(4); (b)(5)

Attached you will find a document with an updated process map, as well as our vision, guiding principles, and five stages of procurement framework. Coming up in the afternoon of next Wednesday, 10/11, we will be tackling another process on our road to enhancing and documenting the full journey of detention procurement. I look forward to seeing you all for another productive session!

If you have any questions, comments, suggestions, ideas, or concerns, please feel free to contact me directly or pose your thoughts to the broader group.

Kind regards,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach

San Francisco, CA | (b)(6); (b)(7)(C)

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From: (b)(6); (b)(7)(C)
Sent: 18 May 2017 16:46:53 -0400

(b)(6); (b)(7)(C)

Subject: RE: STDC facility visit

This is just for STDC contract? So site visit is Pearsall, TX. I have sent staffing plan and facility floorplan – did you receive them?

From: (b)(6); (b)(7)(C)
Sent: Thursday, May 18, 2017 3:41 PM

(b)(6); (b)(7)(C)

Subject: STDC facility visit

Team,

I have outlined our plan to prepare for the negotiations with GEO. Our timeline for the negotiation includes four key dates:

1. **CO meeting for Washington D.C. Personnel: 5/22 – 5/24** (date & time TBD)
 - a. Deep dive on contract and new JCS
2. **Facility visit: 5/31**
 - a. Requires staffing plan and facility floorplan
 - b. (b)(6); (b)(7)(C) will arrive in Houston for a facility tour and post review
3. **Rehearsal in Washington D.C. (OAQ): 6/7 1:00 - 5:00**
 - a. All ICE team members to attend
 - b. Preparation and mock interview
 - c. OAQ rep please reserve a room
4. **1st round negotiation in Washington D.C. (OAQ): 6/8 1:00 - 5:00**
 - a. Notify GEO of the negotiation date and time
 - b. Confirm their attendance
 - c. OAQ rep please reserve a room

Please let me know if there are any questions about the schedule or plan.

Regards,

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) | Associate, Operations practice | McKinsey & Company | Stamford

Mobile: (b)(6); (b)(7)(C)

Office:

VOIP: (b)(6); (Internal only)

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 1	
2. AMENDMENT/MODIFICATION NO. P00001		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x) 9A. AMENDMENT OF SOLICITATION NO.		9B. DATED (SEE ITEM 11)	
CODE 8252293180000 FACILITY CODE		x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003		10B. DATED (SEE ITEM 13) 12/26/2016	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
X	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☒ is not. ☐ is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this administrative modification is to incorporate the attached Milestone Payment Plan.

All other terms and conditions remain the same.

Exempt Action: N

Period of Performance: 01/03/2017 to 10/09/2017

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. CONTRACTOR/OFFEROR (Signature of person authorized to sign)	15C. DATE SIGNED	16B. DATE SIGNED 2/6/17	16C. DATE SIGNED

Milestone Payment Schedule
ICE ERO Transformation Task 3, TCO Procurement Strategy, and Talent
Management Strategy
January 4, 2017

Task 3: Pilot, refine, and implement the Task 2 recommendations

Deliverable	Delivery Date	Amount	
STEP 1a			
Progress update	1/30/17	(b)(4)	
Progress update	2/27/17		
Progress update	3/27/17		
Draft set of materials to support roll out of ERO 2.0. These materials could include, for example: "week in the life" depictions of key roles (e.g., FODs, SDDOs), "how to" guides for key processes (e.g., enforcement, removals, performance management), job aides (e.g., simple reference guides for front-line staff), and communications materials	4/24/17		
Successful "alpha" test of the new model			
STEP 1b			
Progress update	5/22/17		
Successful "beta" test of the new model	6/19/17		
Refined recommendations, based on learnings from the pilot			
Refined set of materials, based on learnings from the pilot			
Refined implementation strategies (e.g., master schedule of overall implementation timing, sequencing of key initiatives, resource needs), based on learnings from the pilot			
STEP 2a			
Progress update	7/17/17		
Bootcamp training materials for ERO individuals leading the charge. These materials would include both "hard" skills (e.g., instruction on the new enforcement and removals processes) and "soft" skills (e.g., change management, influencing, feedback and coaching)	8/14/17		
STEP 2b			
Progress update	9/11/17		
Successful implementation of the new model in Wave 1 field offices	10/9/17		
Refined set of materials, based on learnings from Wave 1			

Task 4: Improve ICE's and ERO's procurement strategy (most notably in detention), and transition to a Total Cost of Ownership approach

Deliverable	Delivery Date	Amount
STEP 1		
Detailed should cost estimate for the focus service in each contract.	2/27/17	(b)(4)
Estimate of opportunity across all procurement by extrapolating based on findings from sample set of 3-4 contracts.		
STEP 2		
Prioritized lists of the requirements for modeling TCO across mission lifecycle.	4/10/17	
Set of logic flows that collectively illustrate the relationships to be captured by a MVP version of a TCO model, including the initial data sets that feed the TCO estimate, as defined by requirements established in the first stage		
Data sets to be used in developing a TCO estimate for ICE, including both cost and performance factors, as well as a list of data gaps and potential workarounds or recommendations for future data collection to fill those gaps.		
MVP version of a TCO model, including the specific data sets required as inputs, the levers available to users, and the desired outputs.	5/22/17	(b)(4) (for all 5/22 deliverables)
Perspective on the total value at stake and how ICE can capture		
STEP 3		
Negotiation strategy to capture value from the “should cost” analysis for 3 – 4 priority contracts from Step 1, including a summary of sources of leverage in negotiation	5/22/17	Included in above amount
Negotiation “script” for 3 – 4 priority contracts from Step 1		
Capability building workshops for negotiation & contract analysis team to build skills to manage negotiations and achieve “best value” outcome for ICE		
Recommendation on which contracts OAQ should prioritize going forward for analysis based on both size of potential opportunity and contract timing		
Process to use TCO model, should cost, and other procurement tools to regularly assess and improve value gained from high priority ICE spend areas		
STEP 4		
Evaluation of ICE pricing tools and databases versus best-in-class for obtaining optimal pricing / should cost estimates	5/22/17	Included in above amount
Evaluation of ICE capabilities vs. those required to obtain best-in-class pricing; summary of gaps that must be closed to reach best-in-class		
Evaluation of how ICE sets priorities for which contracts to conduct price analysis; evaluation of ICE effectiveness in closing difference between today's price vs. should cost		
Evaluation of ICE metrics / tracking methodology for driving “best value” vs. those used by organizations that achieve best-in-class pricing, including use / effectiveness of management tools such as dashboards		
Evaluation of how effectively OAQ organization engages with ICE/ERO leadership and other stakeholders (e.g., AORs) to build excitement and gain buy in for its efforts – or to push for best value procurement decisions		
Evaluation of OAQ organization roles and responsibilities versus organizations that achieve best-in-class pricing		

Task 5: Enhance talent management for all employees, by investing significantly in recruiting, hiring, and developing front-line staff, supervisors, and leaders

Deliverable	Delivery Date	Amount
STEP 1		
Factual baseline and assessment of current talent management processes, systems and practices across levels and segments	2/13/17	(b)(4)
Prioritized set of gaps that must be addressed in Step Two		
Talent management strategy with analysis and references	3/13/17	
Detailed recommendations on changes needed to existing practices, processes, and systems required to close key gaps		
Alignment across key stakeholders on overall vision for talent management and key gaps and capabilities that need to be addressed		
STEP 2		
Identification of ERO leadership sponsors to carry initiatives through to national level implementation	4/17/17	
Prioritized set of initiatives, with some initiatives piloted and adjustments made based on findings	5/22/17	
Communications materials to provide an understanding of the changes and effort by ERO's staff		

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00002		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0017	
5. PROJECT NO. (If applicable)		6. ISSUED BY CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003	
				10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: \$2,592,875.51
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to provide incremental funding to CLINs 1001, 2001, and 3001.

All other terms and conditions remain the same.

Exempt Action: N Sensitive Award: NONE

Discount Terms:

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. CODE (b)(6); (b)(7)(C)	15C. DATE SIGNED 2/16/17	16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	16C. DATE SIGNED 02/16/2017

NSN 7540-01-102-0000
Previous edition unusable

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

CONTINUATION SHEET

 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 GS-10F-0118S/HSCECR-17-F-00003/P00002

PAGE 2 OF 2

 NAME OF OFFEROR OR CONTRACTOR
 MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Net 30 Accounting Info: (b)(7)(E)				
	FOB: Destination Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1001 to read as follows (amount shown is the obligated amount):				
1001	Transformation Task 3 Step 1a: Test and refine the Task 2 recommendations in one 'alpha' pilot site Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				1,869,136.50
	Change Item 2001 to read as follows (amount shown is the obligated amount):				
2001	Total Cost of Ownership Procurement Strategy Step 1 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				234,689.50
	Change Item 3001 to read as follows (amount shown is the obligated amount):				
3001	Talent Management Strategy Step 1: Strategy Development Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				489,049.51

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2									
2. AMENDMENT/MODIFICATION NO. P00003		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0021		5. PROJECT NO. (If applicable)								
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR								
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)			9A. AMENDMENT OF SOLICITATION NO.							
							9B. DATED (SEE ITEM 11)							
				x			10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003							
							10B. DATED (SEE ITEM 13) 12/26/2016							
CODE 8252293180000		FACILITY CODE												
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS														
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.														
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$2,757,094.00								
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.														
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:10%;">CHECK ONE</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td>X</td> <td>D. OTHER (Specify type of modification and authority) FAR 52.217-9</td> </tr> </table>							CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:	X	D. OTHER (Specify type of modification and authority) FAR 52.217-9
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.													
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).													
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:													
X	D. OTHER (Specify type of modification and authority) FAR 52.217-9													
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.														
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)														
DUNS Number: 825229318														
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
The purpose of this modification is to accomplish the following:														
1) provide incremental funding in the amount of (b)(4) to CLIN 1001, Transformation Task 3. This CLIN is now fully funded.														
2) exercise CLIN 2002, Total Cost of Ownership Step 2. Incremental funding is provided in Continued ...														
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.														
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)										
				(b)(6); (b)(7)(C)										
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)		16C. DATE SIGNED								
(Signature of person authorized to sign)				(Signature of Contracting Officer)										

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00003PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	the amount of (b)(4)				
	3) exercise CLIN 3002, Talent Management Strategy Step 2. Incremental funding is provided in the amount of (b)(4) All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Accounting Info: (b)(7)(E)				
1001	FOB: Destination Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1001 to read as follows (amount shown is the obligated amount): Transformation Task 3 Step 1a: Test and refine the Task 2 recommendations in one 'alpha' pilot site Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				754,359.00
2002	Change Item 2002 to read as follows (amount shown is the obligated amount): Total Cost of Ownership Procurement Strategy Steps 2-4 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				1,181,830.00
3002	Change Item 3002 to read as follows (amount shown is the obligated amount): Talent Management Strategy Step 2: Strategy Implementation Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				820,905.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 3	
2. AMENDMENT/MODIFICATION NO. P00004		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. See Schedule	
5. PROJECT NO. (If applicable)		6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		X		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003	
				10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: \$2,757,095.00
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) FAR 52.217-9

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to accomplish the following:

- 1) Exercise CLIN 1002 and provide incremental funding in the amount of (b)(4)
- 2) Provide incremental funding in the amount of (b)(4) to CLIN 2002.

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. CONTRACTOR/OFFEROR (b)(6); (b)(7)(C) (Signature of person authorized to sign)		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C) (Signature of Contracting Officer)	
15C. DATE SIGNED 5/3/2017		16C. DATE SIGNED	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00004	PAGE	OF
		2	3

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>3) Provide incremental funding in the amount of (b)(4) to CLIN 3002.</p> <p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(4) WASHINGTON DC 20536</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination Period of Performance: 01/03/2017 to 10/09/2017</p> <p>Change Item 1002 to read as follows (amount shown is the obligated amount):</p>				
1002	<p>Transformation Task 3 Step 1b: Test and refine the Task 2 recommendations in two 'beta' pilot sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) 0 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Requisition No: 192117EROLESA0026</p> <p>Change Item 2002 to read as follows (amount shown is the obligated amount):</p>				754,360.00
2002	<p>Total Cost of Ownership Procurement Strategy Steps 2-4 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) 0 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Requisition No: 192117EROLESA0021, 192117EROLESA0026</p> <p>Continued ...</p>				1,181,830.00

CONTINUATION SHEET

 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 GS-10F-0118S/HSCECR-17-F-00003/P00004

PAGE 3 OF 3

 NAME OF OFFEROR OR CONTRACTOR
 MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
3002	Change Item 3002 to read as follows (amount shown is the obligated amount): Talent Management Strategy Step 2: Strategy Implementation Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Requisition No: 192117EROLESA0021, 192117EROLESA0026				820,905.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00005		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0021	
5. PROJECT NO. (If applicable)		6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003	
				10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (if required)
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) FAR 52.212-4 (c)

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to extend the period of performance for CLINs 2002 and 3002 at no additional cost to the Government. The period of performance for these CLINs is as follows:

CLIN 2002 - 2/28/2017 - 6/12/2017

CLIN 3002 - 3/14/2017 - 6/12/2017

Continued ...

Except as provided herein, all terms and conditions of the document referenced in item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) <i>Senior Partner</i>		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
(b)(6); (b)(7)(C)		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
15C. DATE SIGNED 5/11/17		16C. DATE SIGNED	
(Signature of Contracting Officer)			

CONTINUATION SHEET

 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 GS-10F-0118S/HSCECR-17-F-00003/P00005

PAGE 2 OF 2

 NAME OF OFFEROR OR CONTRACTOR
 MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536 Accounting Info: (b)(7)(E)				
2002	Change Item 2002 to read as follows (amount shown is the obligated amount): Total Cost of Ownership Procurement Strategy Steps 2-4 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				0.00
3002	Change Item 3002 to read as follows (amount shown is the obligated amount): Talent Management Strategy Step 2: Strategy Implementation Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES		
					1 2		
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00006		See Block 16C		192117EROLESA0032			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412							
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$754,360.00	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE		A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).					
		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:					
X		D. OTHER (Specify type of modification and authority) 52.217-9					
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to provide incremental funding in the amount of (b)(4) to CLIN 1002. This CLIN is now fully funded through the full period of performance (April 25, 2017 - June 19, 2017).							
All other terms and conditions remain the same.							
Exempt Action: N Sensitive Award: NONE							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)			
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00006PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1002	<p>Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination Period of Performance: 01/03/2017 to 10/09/2017</p> <p>Change Item 1002 to read as follows (amount shown is the obligated amount):</p> <p>Transformation Task 3 Step 1b: Test and refine the Task 2 recommendations in two 'beta' pilot sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: \$(b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p>				754,360.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2		
2. AMENDMENT/MODIFICATION NO. P00007		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0033		5. PROJECT NO. (If applicable)	
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x) 9A. AMENDMENT OF SOLICITATION NO.			
				9B. DATED (SEE ITEM 11)			
				x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$787,886.00	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE		A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).					
		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:					
X		D. OTHER (Specify type of modification and authority) 52.217-9					
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to provide incremental funding in the amount of (b)(4) to CLIN 1003 and to extend the expiration of this task order to 8/14/17.							
All other terms and conditions remain the same.							
Exempt Action: N Sensitive Award: NONE							
Discount Terms:							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)			
(Signature of person authorized to sign)		(Signature of Contracting Officer)					

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00007PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Net 30				
	Accounting Info:				
	(b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017				
	Change Item 1003 to read as follows (amount shown is the obligated amount):				
1003	Transformation Task 3				787,886.00
	Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites				
	Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 4	
2. AMENDMENT/MODIFICATION NO. P00008		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0044	
5. PROJECT NO. (If applicable)		6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x) 9A. AMENDMENT OF SOLICITATION NO.		9B. DATED (SEE ITEM 11)	
CODE 8252293180000 FACILITY CODE		x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003		10B. DATED (SEE ITEM 13) 12/26/2016	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

- ☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
- Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: \$2,176,424.71
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAR 8.405-6(a)
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to extend services for TCO Procurement and Talent Management Strategies. These services are provided in accordance with the vendor's technical quote which was submitted on June 14, 2017, and is hereby incorporated by reference. Prices for the extended services CLINs are in accordance with the vendor's updated price quote, submitted on June 20, 2017.

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
15B. (b)(6); (b)(7)(C) sign		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C) (Signature of Contracting Officer)	
15C. DATE SIGNED 6/29/2017		16C. DATE SIGNED	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00008	PAGE	OF
		2	4

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018 Add Item 2003 as follows:</p>				
2003	<p>Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 2004 as follows:</p>				1,056,653.61
2004	<p>Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) (Option Line Item) 08/09/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 2005 as follows:</p>				0.00
2005	<p>Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) (Option Line Item) 02/09/2018 Continued ...</p>				0.00

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00008PAGE OF
3 4NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
3003	<p>Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p> <p>Add Item 3003 as follows:</p> <p>Talent Management Strategy Step 3A: Begin implementing immediate improvements to streamline the hiring process</p> <p>Period of Performance: 6/29/17 - 8/24/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: (b)(7)(E)</p> <p>Funded: (b)(4)</p> <p>Add Item 3004 as follows:</p>				1,119,771.10
3004	<p>Talent Management Strategy Step 3b: Continue implementing immediate improvements to streamline the hiring process</p> <p>Period of Performance: 8/25/17 - 11/17/17 Amount: (b)(4) (Option Line Item) 08/24/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p> <p>Add Item 3005 as follows:</p>				0.00
3005	<p>Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion)</p> <p>Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Continued ...</p>				0.00

CONTINUATION SHEET

 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 GS-10F-0118S/HSCECR-17-F-00003/P00008

 PAGE OF
 4 4

 NAME OF OFFEROR OR CONTRACTOR
 MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
3006	Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 3006 as follows: Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team E Portion) Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) Option Line Item) 11/19/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 4	
2. AMENDMENT/MODIFICATION NO. P00009		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
6. ISSUED BY ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICE/DCR		5. PROJECT NO. (If applicable)	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003	
				10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)
X	52.212-4 (c)

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: 825229318

COR: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)

Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)

The purpose of this modification is to extend the period of performance for CLINs 2003 and 3003 by eight days at no additional cost to the Government. These dates of performance are in accordance with the Milestone Payment Schedule dated July 7, 2017. The period of performance for all CLINs impacted by this extension are as follows:

CLIN 2003 - 6/29/17-8/18/17

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C), Senior Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)	
(b)(6); (b)(7)(C)		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
15C. DATE SIGNED 7/11/2017		16C. DATE SIGNED	
(Signature)		(Signature of Contracting Officer)	

NSN 7540-01-152-8070
Previous edition unusable

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 2	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00010		See Block 16C		192117EROLESA0047			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412							
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$787,887.00	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to obligate funding in the amount of (b)(4) to CLIN 1003. This CLIN is now fully funded through the full period of performance (6/20/17 - 8/14/17).							
All other terms and conditions remain the same.							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)		16C. DATE SIGNED	
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00010PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1003	<p>Exempt Action: N Sensitive Award: NONE</p> <p>Discount Terms: Net 30</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination</p> <p>Period of Performance: 01/03/2017 to 09/01/2017</p> <p>Change Item 1003 to read as follows (amount shown is the obligated amount):</p> <p>Transformation Task 3</p> <p>Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites</p> <p>Fully Funded Obligation Amount: (b)(4)</p> <p>Incrementally Funded Amount: (b)(4)</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p>				787,887.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 2	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00011		See Block 16C		192117EROLESA0054			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412							
				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$1,361,159.74	
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
The purpose of this modification is to exercise CLINs 1004 and 2004. Funding is provided for CLIN 1004 up to 10/9/2017 and for CLIN 2004 up to 10/27/2017. Funds are being obligated as shown below.							
All other terms and conditions remain the same.							
Continued ...							
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)			
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>Exempt Action: N Sensitive Award: NONE</p> <p>Discount Terms: Net 30</p> <p>Accounting Info: (b)(7)(E)</p> <p>FOB: Destination</p> <p>Period of Performance: 01/03/2017 to 10/27/2017</p> <p>Change Item 1004 to read as follows (amount shown is the obligated amount):</p>				
1004	<p>Transformation Task 3</p> <p>Step 2b: Support wave implementation and build capabilities in additional 1 Wave 1 site (San Antonio)</p> <p>Fully Funded Obligation Amount: (b)(4)</p> <p>Incrementally Funded Amount: (b)(4)</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p>				656,724.00
2004	<p>Change Item 2004 to read as follows (amount shown is the obligated amount):</p> <p>Total Cost of Ownership Procurement Strategy</p> <p>Step 5b: Complete second wave of value capture and implement new procurement operating model</p> <p>Period of Performance: 8/19/17 - 10/27/17</p> <p>Fully Funded Obligation Amount: (b)(4)</p> <p>Incrementally Funded Amount: (b)(4)</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p>				704,435.74

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2									
2. AMENDMENT/MODIFICATION NO. P00012		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192117EROLESA0058		5. PROJECT NO. (If applicable)								
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR								
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)			9A. AMENDMENT OF SOLICITATION NO.							
							9B. DATED (SEE ITEM 11)							
				x			10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003							
							10B. DATED (SEE ITEM 13) 12/26/2016							
CODE 8252293180000		FACILITY CODE												
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS														
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.														
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$1,713,378.61								
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">CHECK ONE</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td>X</td> <td>D. OTHER (Specify type of modification and authority) 52.217-9</td> </tr> </table>							CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:	X	D. OTHER (Specify type of modification and authority) 52.217-9
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.													
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).													
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:													
X	D. OTHER (Specify type of modification and authority) 52.217-9													
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.														
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)														
DUNS Number: 825229318														
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contract Specialist: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)														
<p>The purpose of this modification is to provide funds for CLINs 1004 and 2004. Funds are being obligated as shown below.</p> <p>All other terms and conditions remain the same.</p> <p>Exempt Action: N Sensitive Award: NONE</p> <p>Continued ...</p> <p>Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.</p>														
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)										
				(b)(6); (b)(7)(C)										
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED								
(Signature of person authorized to sign)				(b)(6); (b)(7)(C)										
				(Signature of Contracting Officer)										

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00012	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Discount Terms: Net 30 Accounting Info: (b)(7)(E) FOB: Destination Period of Performance: 01/03/2017 to 10/27/2017 Change Item 1004 to read as follows (amount shown is the obligated amount):				
1004	Transformation Task 3 Step 2b: Support wave implementation and build capabilities in additional 1 Wave 1 site (San Antonio) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				656,725.00
2004	Change Item 2004 to read as follows (amount shown is the obligated amount): Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/19/17 - 10/27/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				1,056,653.61

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				1. CONTRACT ID CODE		PAGE OF PAGES	
						1 2	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
P00013		See Block 16C		192118EROLESA0001			
6. ISSUED BY		CODE		7. ADMINISTERED BY (If other than Item 6)		CODE	
		ICE/DCR				ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				9B. DATED (SEE ITEM 11)			
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003			
				10B. DATED (SEE ITEM 13) 12/26/2016			
CODE 8252293180000		FACILITY CODE					
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required)				Net Increase:		\$1,407,759.58	
See Schedule							
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
X	D. OTHER (Specify type of modification and authority) 52.217-9						
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)							
<p>The purpose of this modification is to extend services for Task 3. These services are provided in accordance with the vendor's technical quote which was submitted on October 16, 2017, and is hereby incorporated by reference. Prices for the extended service CLINs are in accordance with the vendors updated price quote, submitted on October 16, 2017.</p> <p>All other terms and conditions remain the same.</p> <p>Continued ...</p> <p>Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.</p>							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				(b)(6); (b)(7)(C)			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				(b)(6); (b)(7)(C)			
(Signature of person authorized to sign)				(Signature of Contracting Officer)			

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00013	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>Exempt Action: N Sensitive Award: NONE</p> <p>Discount Terms:</p> <p>Net 30</p> <p>Delivery Location Code: ICE/ERO</p> <p>ICE ENFORCEMENT REMOVAL</p> <p>IMMIGRATION AND CUSTOMS ENFORCEMENT</p> <p>801 I STREET NW</p> <p>(b)(6); (b)(7)(C)</p> <p>WASHINGTON DC 20536</p> <p>FOB: Destination</p> <p>Period of Performance: 01/03/2017 to 01/23/2018</p> <p>Add Item 1005 as follows:</p>				
1005	<p>Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning</p> <p>Fully Funded Obligation Amount: (b)(4)</p> <p>Incrementally Funded Amount: \$(b)(4)</p> <p>Delivery: 30 Days After Award</p> <p>Accounting Info:</p> <p>(b)(7)(E)</p> <p>Funded: (b)(4)</p> <p>Accounting Info:</p> <p>(b)(7)(E)</p> <p>Funded: (b)(4)</p> <p>Add Item 1006 as follows:</p>				2,111,639.37
1006	<p>Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution</p> <p>Amount: (b)(4) (Option Line Item)</p> <p>01/15/2018</p> <p>Product/Service Code: R799</p> <p>Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info:</p> <p>Funded: \$0.00</p>				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1 - CONTRACT ID CODE		PAGE OF PAGES 1 2									
2- AMENDMENT/MODIFICATION NO- P00014		3 EFFECTIVE DATE See Block 16C		4 REQUISITION/PURCHASE REQ NO-									
5 PROJECT NO (If applicable)		6- ISSUED BY CODE ICE/DCR		7- ADMINISTERED BY (If other than Item 6) CODE ICE/DCR									
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536											
8. NAME AND ADDRESS OF CONTRACTOR (No, street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO-									
				9B DATED (SEE ITEM 11)									
		x		10A. MODIFICATION OF CONTRACT/ORDER NO- GS-10F-0118S HSCECR-17-F-00003									
				10B DATED (SEE ITEM 13) 12/26/2016									
CODE 8252293180000		FACILITY CODE											
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS													
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment, (b) By acknowledging receipt of this amendment on each copy of the offer submitted, or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.													
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule													
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.													
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:10%;">CHECK ONE X</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A. FAR 43.103(a)</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td></td> <td>D. OTHER (Specify type of modification and authority)</td> </tr> </table>						CHECK ONE X	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A. FAR 43.103(a)		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:		D. OTHER (Specify type of modification and authority)
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	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).												
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:												
	D. OTHER (Specify type of modification and authority)												
E. IMPORTANT: Contractor <input type="checkbox"/> is not <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.													
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible) DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C) Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C) Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)													
The purpose of this modification is to extend the period of performance of CLIN 2004 at no additional cost to the Government. The period of performance is as follows: CLIN 2004: 8/19/17 - 11/3/17													
All other terms and conditions remain the same. Continued ...													
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.													
15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)											
15B. CONTRACT (b)(6); (b)(7)(C)		15C. DATE SIGNED 10/26/17		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)									
(Signature)		(Signature of Contracting Officer)											

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00014	PAGE	OF
		2	2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Accounting Info: (b)(7)(E)				
2004	FOB: Destination Period of Performance: 01/03/2017 to 01/23/2018 Change Item 2004 to read as follows (amount shown is the obligated amount): Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/19/17 - 11/3/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. P00015		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR	
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)		9A. AMENDMENT OF SOLICITATION NO.	
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003	
				10B. DATED (SEE ITEM 13) 12/26/2016	
CODE 8252293180000		FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule					
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
X	D. OTHER (Specify type of modification and authority) FAR 43.103(a)				
E. IMPORTANT: Contractor <input type="checkbox"/> is not. <input checked="" type="checkbox"/> is required to sign this document and return <u>1</u> copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)					
DUNS Number: 825229318					
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)					
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)					
The purpose of this modification is to extend the period of performance of CLIN 1005 and 1005 at no additional cost to the Government. The period of performance is as follows: CLIN 1005: 10/24/17 - 3/31/18 CLIN 1006: 4/1/18 - 6/30/18					
Continued ...					
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print) (b)(6); Partner		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) (b)(6); (b)(7)(C)			
15B. CONTRACTOR/OF (b)(6); (b)(7)(C)		15C. DATE SIGNED November 8, 2017		16B. UNITED STATES OF AMERICA (b)(6); (b)(7)(C)	
(Signature)		(Signature of Contracting Officer)		16C. DATE SIGNED	
NSN 7540-01-152-8070 Previous edition unusable		STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243			

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00015PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1005	<p>All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018</p> <p>Change Item 1005 to read as follows (amount shown is the obligated amount):</p> <p>Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: \$(b)(4) Incrementally Funded Amount: (b)(4)</p> <p>Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00 Accounting Info: (b)(7)(E)</p> <p>Funded: \$0.00</p>				0.00
1006	<p>Change Item 1006 to read as follows (amount shown is the obligated amount):</p> <p>Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Amount: \$(b)(4) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER</p> <p>Accounting Info: Funded: \$0.00</p>				0.00

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2									
2. AMENDMENT/MODIFICATION NO. P00016		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192118EROLESA0016		5. PROJECT NO. (If applicable)								
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR								
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)			9A. AMENDMENT OF SOLICITATION NO.							
							9B. DATED (SEE ITEM 11)							
				x			10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003							
							10B. DATED (SEE ITEM 13) 12/26/2016							
CODE 8252293180000		FACILITY CODE												
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS														
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.														
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$175,969.95								
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">CHECK ONE</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td>X</td> <td>D. OTHER (Specify type of modification and authority) Incremental Funding</td> </tr> </table>							CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:	X	D. OTHER (Specify type of modification and authority) Incremental Funding
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.													
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	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:													
X	D. OTHER (Specify type of modification and authority) Incremental Funding													
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.														
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)														
DUNS Number: 825229318														
COR: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contracting Officer: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
<p>The purpose of this modification is to provide funds for CLIN 1005. Funds are obligated as shown below.</p> <p>All other terms and conditions remain the same.</p> <p>Exempt Action: N Sensitive Award: NONE</p> <p>Discount Terms:</p> <p>Continued ...</p> <p>Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.</p>														
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)										
				(b)(6); (b)(7)(C)										
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED								
				(b)(6); (b)(7)(C)										
(Signature of person authorized to sign)				(Signature of Contracting Officer)										

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00016PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Net 30 Accounting Info: (b)(7)(E) FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018 Change Item 1005 to read as follows (amount shown is the obligated amount): 1005 Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				175,969.95

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE		PAGE OF PAGES 1 2									
2. AMENDMENT/MODIFICATION NO. P00017		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. 192118EROLESA0021		5. PROJECT NO. (If applicable)								
6. ISSUED BY ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR		7. ADMINISTERED BY (If other than Item 6) ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		CODE ICE/DCR								
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) MCKINSEY COMPANY INC WASHINGTON DC 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412				(x)										
				9A. AMENDMENT OF SOLICITATION NO.										
				9B. DATED (SEE ITEM 11)										
				10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0118S HSCECR-17-F-00003										
CODE 8252293180000		FACILITY CODE		10B. DATED (SEE ITEM 13) 12/26/2016										
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS														
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.														
12. ACCOUNTING AND APPROPRIATION DATA (If required) See Schedule				Net Increase:		\$527,909.84								
13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">CHECK ONE</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td>X</td> <td>D. OTHER (Specify type of modification and authority) Incremental Funding</td> </tr> </table>							CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:	X	D. OTHER (Specify type of modification and authority) Incremental Funding
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.													
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).													
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:													
X	D. OTHER (Specify type of modification and authority) Incremental Funding													
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.														
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)														
DUNS Number: 825229318														
COR: (b)(6); (b)(7)(C), (202) 732-(b)(6); (b)(7)(C)														
Contracting Officer: (b)(6); (202) 732-(b)(6); (b)(7)(C)														
Contract Specialist: (b)(6); (b)(7)(C) (202) 732-(b)(6); (b)(7)(C)														
The purpose of this modification is to provide funds for CLIN 1005.														
All other terms and conditions remain the same.														
Exempt Action: N Sensitive Award: NONE														
Discount Terms:														
Net 30														
Continued ...														
Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.														
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)										
				(b)(6); (b)(7)(C)										
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED								
				(b)(6); (b)(7)(C)		2/7/2018								
(Signature of person authorized to sign)				(Signature of Contracting Officer)										

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0118S/HSCECR-17-F-00003/P00017PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Accounting Info: (b)(7)(E)				
	FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018 Change Item 1005 to read as follows (amount shown is the obligated amount): 1005 Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning				527,909.84

From: (b)(6); (b)(7)(C)
Sent: 20 Oct 2017 18:49:52 +0000
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: McKinsey
Attachments: 02.03_Limited Sources Justification TT3 Extension (OPLA CALD).docx

(b)(6);

Can you please let us know when you have about 5 – 10 minutes to discuss the LSJ for the McKinsey extension?

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)
Sent: Friday, October 20, 2017 1:59 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: FW: McKinsey

From: (b)(6); (b)(7)(C)
Sent: Friday, October 20, 2017 1:14 PM
To: (b)(6); (b)(7)(C)
Cc:
Subject: McKinsey

(b)(6); and I reviewed. See the attached comments (I just added mine to the (b)(6); bubbles). We have some issues regarding the justification for why the sole source and especially the non-severability, which would require all FY17 funds. Not sure what the timeline is on award.

(b)(6);
(b)(7)(C)

(b)(6); (b)(7)(C)
Chief, Commercial and Administrative Law Division
Office of the Principal Legal Advisor
Immigration and Customs Enforcement
Office: 202.732.(b)(6)
Cell: 202.904.(b)(6)

After you've done a thing the same way for 2 years, look it over carefully. After 5 years, look at it with suspicion. After 10 years, throw it away and start all over. —(b)(6); (b)(7)(C)

*** Warning *** Attorney/Client Privilege *** Attorney Work Product ***

This communication and any attachments may contain confidential and/or sensitive attorney/client privileged information or attorney work product and/or law enforcement sensitive information. It is not for release, review, retransmission, dissemination, or use by anyone other than the intended recipient. Please notify the sender if this email has been misdirected and immediately destroy all originals and copies. Furthermore do not print, copy, retransmit, disseminate, or otherwise use this information. Any disclosure of this communication or its attachments must be approved by the Office of the Principal Legal Advisor, U.S. Immigration and Customs Enforcement. This document is for INTERNAL GOVERNMENT USE ONLY and may be exempt from disclosure under the Freedom of Information Act, 5 USC §§ 552(b)(5), (b)(7).

Page 1202

Withheld pursuant to exemption

(b)(5) ; WIF Draft

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Page 1203

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of the Freedom of Information and Privacy Act

Page 1204

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of the Freedom of Information and Privacy Act

Page 1205

Withheld pursuant to exemption

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of the Freedom of Information and Privacy Act

Page 1206

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